

DRAFT

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND FOUR HUNDRED AND FIFTY-SECOND  
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, June 17 and 18, 2010

The Board of Trustees met Thursday, June 17 and Friday, June 18, 2010, the Ohio Union, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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## **June 17 and 18, 2010 meeting, Board of Trustees**

The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on Thursday, June 17, 2010, at 9:00 am.

Present: Leslie H. Wexner, Chairman, Douglas G. Borrer, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Linda S. Kass, William G. Jurgensen, Janet B. Reid, G. Gilbert Cloyd, Jason W. Marion, and Alexis L. Swain.

Mr. Wexner:

Good morning. I hereby move that the Board recess into Executive Session to consider personnel matters regarding employment and to discuss matters required to be kept confidential by State Statute.

Upon motion of Mr. Brass, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Leslie H. Wexner, Chairman, Douglas G. Borrer, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Linda S. Kass, William G. Jurgensen, and Janet B. Reid.

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The Chairman, Mr. Wexner, reconvened the meeting of the Board of Trustees to order on Friday, June 18, 2010, at 9:02 am.

Present: Leslie H. Wexner, Chairman, Douglas G. Borrer, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Linda S. Kass, William G. Jurgensen, Janet B. Reid, Jeffrey Wadsworth, G. Gilbert Cloyd, Jason W. Marion, and Alexis L. Swain.

Mr. Wexner:

If you would either mute, silence or turn off your portable communications devices that would be helpful.

As we begin this meeting, I really want to extend a welcome on behalf of the University and the Board, as well as a personal welcome to Jeff Wadsworth who joins the Board of the University. Jeff is the CEO and President of Battelle, and has been in that job since 2009. I have to note, since he has moved to the community, as many of you have, and having him as a Trustee partner personally in his institution, close to and getting closer all the time to The Ohio State University is really quite significant. I hope you enjoy your work with us on the Board. I know that I will enjoy working with you Jeff, thank you.

Mr. Wadsworth:

Thank you very much.

I now call on Alex Swain for the Student Recognition Awards, Alex.  
Ms. Swain:

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Thank you Mr. Chairman. Members of the Board, today I have the wonderful privilege and opportunity to provide to you two of our University's best students, and if they would come forward; Valerie Vodrey Henderickson and Mr. Jason Marion. While they are coming forward, I would like to quick reminder of the process for these awards. We have a cycle of all the colleges and each meeting, whichever two colleges come up on that cycle, I solicit a student from that dean, and that dean has the discretion to solicit from department chairs and then they send those names to me. So these are the two students that were selected from their college, I will tell you a little more about them.

Valerie is a fourth year student, double majoring in Chinese Language and Literature and International Studies from the College of Humanities and is a graduate of Shady Side Academy in Pittsburgh, Pennsylvania. She is a member of the Honors Collegium and currently has a 3.89 GPA.

Valerie has received several prestigious scholarships that have enabled her to spend much of 2009 living and studying at Yunnan University in China. During that time, she took Chinese courses through OSU's Chinese Flagship Program, one of only three in the country. She was also a founding member of the first Toastmasters Club in Yunnan Province.

Due to her lifelong interest in law and social justice, Valerie volunteers as an advocate for survivors of sexual violence with the Sexual Assault Network of Central Ohio and is an active member of Women and Allies Rising in Resistance, which organizes the Take Back the Night event held each spring. She has also worked with Ohio State Calling and is a Research Assistant in the Department of East Asian Languages and Literatures.

Jason Marion is a Ph.D. Candidate in Public Health at The Ohio State University College of Public Health. He is a graduate of Amelia High School and Hocking College. He is also a two-time graduate of Morehead State University, where he received a BS in Environmental Science and an MS in Biology.

Jason has developed and conducted an ambitious dissertation project titled, "Protecting Public Health at Ohio Inland Beaches: Development of Recreational Water Quality Indicators Predictive of Microbial Exposure." While focusing on his dissertation, Jason has assisted faculty in identifying and pursuing a number of research opportunities related to water quality and public health. While at OSU he has co-authored three external grant proposals securing over \$600,000 in funding for such projects, while maintaining a 3.89 GPA.

Jason also serves on the Advisory Committee for Efficiency and Effectiveness for the University System of Ohio and recently completed his term as the Graduate/Professional Student Trustee. He has served as President of the Council of Graduate Students

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and has been recognized for his leadership with the Spirit of Ohio State and Outstanding Graduate Student Awards through Ohio Union Leadership Awards. He also continues to serve as a Conservation Worker with the Ohio Department of Natural Resources, where last year he received the state parks employee of the quarter award for his service and the Director's Achievement Award for his efforts at the Shawnee State Forest wildfire.

He is joined today by his mentor, Dr. Lee.

Give them a round of applause.

Ms. Henderickson:

I am glad I don't have to follow you Jason. My brief life has thus far been one of inordinate privilege. My gracious family has let me grow up, taking for granted, an ample supply of good books, live woods, easy access to the arts and unconditional love, which I am fortunate for. They have provided me with the best high school education anyone could wish for, and they continue to allow me to pursue a liberal arts education here. I am thankful for that.

The Humanities College, at Ohio State has afforded me further privilege. I have supportive advisors, I have wonderful faculty, I have deans who take an interest in what I do, which I am very happy about. My experience at Ohio State is not what I feared coming out of high school, I am not just one number among 53,000 other students. I have people who know my face, who I see every day and I am so fortunate for that. I have been lucky enough to be able to pursue a liberal arts curriculum here under some of the best minds in the world, I saw Dr. Phelan in the audience, I was in a book club with him, did not even know how cool he was. I was just like, what a nice professor. It has been a great experience.

I have done my fair share of rabble rousing, I am proud to work with organizations that helped us create, last year the sexual violence assistance fund, decent is a vital part of democracy and I do not plan to stop rabble rousing, but you know it is change for the good. The fact that I get to participate in higher education at all is privilege enough and that I get to do it at Ohio State affords me a glut of opportunities. I have all the choices in the world here, and you know it is hard to think about the future. I am 20, figuring out what I want to do with myself is difficult, but to paraphrase Thomas Jefferson, I have the inconveniences of too much liberty. Having lived with people who have not enough, I am so grateful to be able to have that here. Thank you.

Mr. Marion:

Thank you Valerie, thank you Mr. Chairman, members of the Board, Mr. President and all the other distinguished guests. As I reflected on what I was actually say to this group today, because I know so many of you, there were two major themes that dominate my thought process. One, which may be surprising, guilt, then two, thanks. With regards to

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the first, by receiving this award today, I feel like I am receiving something that is not mine to receive and I say this because I am merely the product of the people and environment that have surrounded me. For them I will humbly accept this honor. This leads me to my second major theme, which is thanks. As we sit here in the ballroom named after such a wonderful individual, not just as an athlete but as a person, Mr. Archie Griffin, and I think of this whole space, because these walls come down, it is 18,000 square feet in this place, you know, if you fill the space with the people that have impacted my life, my family, my church, the folks that I have had the chance to meet and work with in Southeast Ohio, Hocking College, the many professors and faculty at Morehead State, many of which were products of this fine institution including the President Wayne Andrews who's leadership is largely shaped by our very own President, Dr. E. Gordon Gee. For that I will accept the honor, for all of those folks.

There are so many people at this University I would like to thank. I think of the custodians who you can vent to at two in the morning, three in the morning, and are willing to listen and they are there for you, they are there in support of this research enterprise, the teaching mission. They are there for us, I think of all the people in Student Life, the people building the Ohio Union and how they are not just people that I work with, but they are also co-workers and friends and supporters. I think of the faulty members that go beyond in the disciplines that I had received any formal education. I think of folks like Dr. Tim Gerber, who is here with us today and his encouragement toward my direction on completing my dissertation and there is just so any faculty members I could thank, but I definitely would like to thank the folks in my very own college.

The folks in the College of Public Health have a noble mission and they want to prevent disease so that people can have better lives. My dean, who I have had communication with on my research and over the phone the past few weeks he is in Cape Cod at the moment, my advisor, Dr. Tim Buckley who we stole from Hopkins, and Dr. Jiyoung Lee who has been a mentor, a co-author of all these grants with me and a good friend who we stole from the university up north of us. All of us work together and I am so appreciative of everything that we do in the College of Public Health, and the other six colleges I had the opportunity to take coursework in. That is something that is unique at Ohio State.

I would like to thank the Board. You all were a big part of shaping me and who I am. Dr. Cloyd, with the research and development mission that I have in my personal life now is largely shaped by being around you. It is something I could never replace, this experience, I got so much from you all. The Board office, I never had a chance to formally recognize you at the last meeting, and I was reflecting upon that. We have the best Board office in the country, you guys made my life so much easier just being there. This University gave me a new life in so many ways and I would not remiss not to say that.

There are two more groups I would like to thank. One, the Public Health Preparedness for Infectious Diseases program, you never want

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to forget the people that help pay for you to get your education. It is a great group. Lastly, the students. Being around folks like Valerie and other fellow students, they are the ones that give me energy, they are the ones that give me the will to keep going. It is a contagious energy that particularly our undergrads and our new freshman and sophomores at the University makes it so, and that is where Gordon gets his energy from. Lastly I just want to say one thing, and I appreciate all the honor and accolades I have received while I have been here, but I know one thing, I sure appreciate this. I can do better with my life and we can do better as a University and we have certainly got to, the world calls for us to do so, with that said, I accept this honor, and thank you all for your time and listening to me and for providing this recognition.

Mr. Wexner:

Dr. Randy Smith.

Dr. Smith:

Thank you, Mr. Chairman. Because Provost Alutto is in China, I have the honor of recommending two world-class scientists for your conferment of the title *Distinguished University Professor*, the highest honor that the University bestows on faculty members.

So selective, to date, this title has been conferred on only 41 other faculty members. A rigorous, competitive process, colleges nominate faculty, and members of the President's and Provost's Advisory Committee review nominations and make recommendations.

Distinguished University Professors are exemplars of research, teaching, and service and automatically become members of the President's and Provost's Advisory Committee. In addition, the Provost provides a 30,000 dollar, one-time cash award to each of our Distinguished University Professors to be used for their research.

Would Ellen Mosley-Thompson, professor in the Department of Geography and director of the Byrd Polar Research Center, please come forward?

Professor Mosley-Thompson is an internationally respected glaciologist and, I am proud to say, a colleague of mine in the Department of Geography.

Among her many awards and honors, she is an elected member of the National Academy of Sciences and, in the past four years, she has won four university-wide awards: the Distinguished Scholar Award, the University Distinguished Lecturer Award, the Faculty Award for Distinguished University Service, and the Alumni Medalist Award, which she shared with her husband and researcher partner, Lonnie Thompson.

For more than 30 years, she has worked in Antarctica and Greenland and was the "first woman in the world to lead an Antarctic remote camp

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drilling project.” Her “breakthroughs in the analyses of ice core data...have fundamentally altered understandings of human impact on climate.”

External evaluators mentioned the transformational nature of her research and, as one reviewer wrote, “she has helped shape the direction of earth system science.”

She is also plays an important role in educating kindergarten through high school students, alumni, and community groups about climate and climate change.

She received her bachelor’s degree in physics from Marshall University and her master’s degree and doctorate in geography in the area of climatology and atmospheric science from Ohio State and began her career here in 1973.

We are proud to recommend Professor Ellen Mosley-Thompson for the Board’s conferment of the title *Distinguished University Professor*.

Dr. Mosley-Thompson:

Thank you very much. The first thing, I had just a few points. I just wanted to say that this is a tremendous honor, of course I am pleased to accept it, it’s quite a thrill. I have been at Ohio State for many many years and of course there are many people to thank, but because I have been here so long, I have actually had four very supportive deans, and I would like to acknowledge my current dean, Giff Weary and I have had three department chairs, and I would like to acknowledge Morton O’Kelly who is the current chair of our department.

You know that people rarely succeed in a vacuum and they rarely succeed by their own devices so over my entire career here I have also found that so many supportive people what Valerie, I think has left, but I shared all the experiences that Valerie had during my masters and Ph.D. program here. You may or may not know that Lonnie Thompson and I have spent over three and a half decades here at Ohio State, building a research team, consisting of scientists and engineers that have diverse backgrounds, but the backgrounds are complimentary and it is really this team, I would not be standing here if it were not for the entire ice-core paleoclimate research group that goes around the world with Lonnie and me. From the coldest places on the planet, Antarctica and Greenland, to the world’s highest mountains, and I will come back to that in just a second.

One other thing that you might find interesting, we have 7,000 meters of ice core stored over in our freezers at west campus that represent cores from the world’s highest mountains, but you may have heard that the ice fields on Kilimanjaro are disappearing and in fact we have lost 86% of the ice on Kilimanjaro just in the last century. What makes that more astounding is that the largest ice field on the Kilimanjaro called the northern ice field has been in existence for 11,700 years, so how

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do we know that? We know that from the ice cores that our team drilled there in 2000, and yet they are disappearing.

So things on our planet are changing, we have in our 7,000 meters of core, the archive of the Earth's history. So just in closing, I would like to say this has been a wonderful 30+ year journey here at Ohio State, but the journey is not over, the journey is a journey and as we speak, Lonnie and about half of our research team are on Puncak Jaya, which is the highest mountain in New Guinea and they are recovering ice cores from the last two remaining ice fields. Just above the Freeport Macmoran copper and gold mine.

Finally in closing I want to thank my daughter, who is here with us. She has been very patient and supportive of a mother who has traipsed from Antarctica to Greenland, who has missed Christmases and many special events, and I know that she understands. As parents we always want to be role models, so I hope I have been a good role model for her and for my students. I am just thrilled to be a part of OSU. Go Bucks.

Dr. Smith:

Would Prabir K. Dutta, The Robert K. Fox Professor in Chemistry, please come forward?

Professor Dutta is the former chair of the Department of Chemistry and an internationally known scholar who also has had great success with interdisciplinary projects. Let me mention just a few examples:

"He collaborates with life scientists to develop new ways of detecting viral particles and understanding how toxic micro-particles induce biological responses." "He collaborates with engineers to develop sensors which can monitor events inside an operating automobile engine, conditions of temperature, pressure and oxidation that destroy most sensors, which will have an impact on safety and efficiency." "His fundamental studies of crystal growth will lead to new computer chips and technologies and new catalysts for water oxidation."

He is a recipient of Ohio State's Distinguished Scholar Award and is an exemplary teacher who has "been the driving force behind a National Science Foundation grant called REEL, Research Experiences to Enhance Learning. Such research opportunities give students a better understanding of subject matter... and improved rates of retention." Professor Dutta has helped institute this program throughout Ohio.

He received his bachelor's degree from Calcutta University; one master's degree from the Indian Institute of Technology, and a second master's degree and doctorate from Princeton University. He conducted research with Exxon Research and Engineering Company for four years before he joined our faculty in 1983.

We are proud to recommend that the Board of Trustees confers the title of *Distinguished University Professor* on Professor Dutta.



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Dr. Dutta:

Provost Smith, thank you very much. You know all of these accolades that you spelled out obviously, it is not something that I did. I am really proud of the 90 plus graduate students and post doctorates that have gone through my labs. These are the people that actually did all the work, and get all the credit. They are all out there in the world contributing their part to society.

Ohio State has been really great to our family. My wife Lakshmi received two of her graduate degrees from Ohio State and has been a staff member for a long time. My daughter was actually an undergraduate at Ohio State and my son took his first college courses at Ohio State before going east to Harvard.

I really belong to an extraordinary department. I want to tell you a little bit about the department and where we are heading. The Chemistry department at Ohio State was actually one of the ten original departments that was founded in 1870 when this University was conceived. Over the years as I look at the history of the department it has actually evolved and readjusted itself to meet the demands of students. The statistics are staggering. Last year, we just completed the quarter, we taught 18,000 students in the department of Chemistry, 18,000. Some of these students were exposed to the cutting edge technology as the REEL program that Randy mentioned that I run for the state of Ohio. While these students were using equipment in the lab that Ph.D. students sometimes do not have access to. So it has been a tremendous transformation experience for these students. I could tell you that about 15,000 students in the state of Ohio have actually experienced the REEL programs and it is a really exciting program to look at.

Another statistic that is staggering is 2% of the Ph.D. in the United States in the last century were Ohio State graduates. You know sometimes I figure if in some way to calculate the impact that these people have had on the economy in the country, the numbers would be staggering. Do you agree with me. However as Ellen pointed out, the country and the world faces serious problems. Energy, environment, health. I think the chemistry department is restructuring itself to meet these. Most recently under the leadership of our chair, Professor Malcolm Chisholm and our Dean, Matt Platz. The Chemistry and the Biochemistry across campus have decided to merge into one department so that we can better address some of the health related issues that are facing us. Even probably more exciting and something that I think will have an impact for the next few decades, and this is something that I really give credit to President Gee and Provost Joe Alutto, is the creation of a new building on the northern part of campus that will actually house chemist and biochemist and chemical engineers. I think this is going to be revolutionary, let me tell you why. First when you can see that this building, you know Chemistry was going to have a part in Chemical Engineering, but as we talked to the design of this building, we figured that there was sufficient interactions, research interests that we really need to integrate these two departments into the building, and that is our latest plan is actually we

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will focus on those interests. I think that I do not know if any other building on campus that is actually doing this, where researchers from various different disciplines are actually sharing the same facilities, and I think this is going to have a tremendous impact.

I would also like to point out that for the first sixty years or so of this University, Chemistry and Chemical Engineering were actually one discipline. So it is coming full circle, and I think we will be prepared to address some of these issues of energy, environment and medicine in ways that we have not been able to because of this new concept that we have of integrating people this way.

Finally in conclusion I would like to thank the members of the committee for choosing me. I would like to thank you, Mr. Wexner, President Gee and members of the Board of Trustees for conferring me this honor and I hope to work with President Gee and Joe Alutto to fulfill the mission of making this the greatest University in the land. Thank you very much.

Mr. Wexner:

Thank you very much. Clear to the University does recognize its outstanding students and outstanding faculty. There is not a time when we visit campus or think about it that we are not reminded of the "why we are here" and the people, both students and faculty to make this such a great institution. We are also reminded that we have the leadership of a great President so with that, let me call on President Gee for another inspiring report.

President Gee:

Thank you very much, it will not be inspiring, it will be short which is inspirational in and of itself. Let me just say first of all to the students, to Jason and to Valerie, just remarkable young people. Jason, we have been honored to have you at this University. Not only on our Board but at this University, and I will say that. Valerie has left, she is already off to China or whatever, exploring what she is doing. To my two faculty colleagues, both of whom I know and both of whom I respect, but most importantly both of whom this University honors because they have honored this University. I just want to acknowledge that this is one of those bilateral moments which we really truly reflect on, and I am grateful for that. Randy, thank you for being here. Dr. Alutto is in China paving the way for my trip as we speak.

Dr. Wadsworth, welcome. I must say that it is such a privilege to have Jeff joining our Board. I tell the story that when I was here the first time we did not know how to spell Battelle. I was a wonderful neighbor secret and far flung and we had no idea what they were doing and I dare say that many of the folks at Battelle did not know how to spell Ohio State and now we have this wonderful marriage consummated by you joining our Board. So we are delighted about that. Then I wanted to recognize, this is Archie Griffin's official start as our new Senior Vice President. Archie, welcome and we are glad to have you here, and I would note that an anonymous gift named this ballroom in Archie's

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honor. Quite a tribute to Archie who is of course an iconic citizen of this institution, but Archie earns that right everyday. He is a fierce competitor for Ohio State and we appreciate that. I love to tell two stories. I introduce Archie as the two time winner of the Heisman Trophy, and Archie introduces me as the two time winner of the Ohio State Presidency. Archie, you know someone gave an anonymous gift to Brown to name a trailer park in my honor, so you can see the difference.

Now I am going to have to stop telling Nebraska jokes. They are now part of our team here. I was with a group the other day telling the store that when I was the president of the University of Colorado in 1989, Colorado and Nebraska were playing a great football game. Let me think, Colorado was ranked number two, and Nebraska was ranked number one and they were really playing for all the marbles at that time, and I was speaking to a group of folks in Colorado Springs and it was gathered alumni and I got up and joked about the fact that I discovered what the "N" on the Nebraska helmet stood for, which of course was knowledge, and I had a couple of other comments, and I discovered some things about Nebraskans. One is the fact that because it was unfortunate, we put it in every newspaper in that part of the world, I discovered two things about Nebraskans, one is they love their football team and two, they have no sense of humor. We are there.

Let me just do this, I am going to be very very short today if I can, because this is a big day. This is a huge day. Recognizing our faculty, recognizing our students, recognizing the hard work of this Board. I want to say this to those of you outside of the circle here. We come to this day, which is a very special day, we are going to have a groundbreaking on one of the most significant projects every undertaken by any university in this country. It is not simply about a hospital, it is not simply about medicine, it is about life sciences and it is about one university and I am grateful for that. We are going to talk today about our Ohio State Framework. I love by the way, Ricardo Dumont's vision of it, when he talks about one Ohio State, one Mission, one Vision, I think it is a remarkable statement in one way about what we are. What we also do is we celebrate the fact that this Board, and we have just had two days of meetings, have done remarkable things. We would not be here without all of you, and I want those folks out there to understand this. This is not someone who works for you, this is someone who admires you, and I want to acknowledge, I want to say that. Both because of the privilege I have of working with you but also for the hard work that you do.

We also have other people who have engaged in hard work. I want to recognize Tim Gerber. Tim, where are you? Tim is the ongoing chair of our Faculty Council. Tim by the way is just one of the great University citizens. No other way to describe him other than the fact that if there was a picture of a University citizen that was in the dictionary, Tim Gerber would be that picture. Is there at all occasions, a fabulous faculty member in his calling, music, but also a fabulous citizen of this University. Tim chaired the committee that designed the movement from quarters to semesters and as I have said to this Board

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on several occasions, in the end, although we are celebrating buildings today, we are celebrating achievements, the real achievement in this institution will be the reconsolidations of our College of Arts and Sciences, Dr. Steinmetz is here, that will set the intellectual tone for this University for a century. Moving from quarters to semesters will allow us to rethink and reinvent this University like no other project you have ever undertaken. Tim, we congratulate you, would you please stand and let us give you a round of applause.

Jim Rathman, who is not able to be with us, who is the Chair of Steering, will become the Vice Chair and we are grateful for Jim's service to the institution. We have been blessed by the way, ladies and gentlemen I say this inside the circle, we have been blessed with extraordinary faculty leadership. We have a great faculty, sometimes they are so busy that they do not take the time to be good citizens of the University as they should, we are blessed to have that citizenship of this institution. I am grateful.

Amy Erlich, Amy where are you? Please stand. As you know we have a world class faculty, we also have a world class staff. This institution would not be able to run and run as well as it does without the quality of the staff. Amy has been an excellent partner as chair of the University Staff Advisory Council. We have accomplished great things together. We have a goal to do even better things, so Amy, congratulations to you. Would you give her a round of applause.

Then I want to recognize the incomparable Martha Garland. Where are you Martha? Martha is like Cincinnatus, we just keep bringing her off the fields, into battle. Martha was retired eight days and we called her up and said Martha we have a deal for you. Dr. J, who is right here, and if you will raise your hand, I just want everyone to recognize you. Dr. J, shortly after joining us, was doing fabulous things, came down with a raging case of cancer. We wanted to be supportive of her and the best way we could be supportive of her was to find a great partner. Martha has been her partner. Dr. Javaune Adams-Gaston, Dr. J. who was courageous in battle there is no doubt about it. Think of this, think of the story and the fact that she had. Her husband had a kidney transplant, while he was having the kidney transplant and in the hospital, and she discovered she had cancer, so the two of them battled this together, but has done wonderful things. She is back with full health, last Wednesday got a clean bill of health. Demetri her husband got clean bill of health on Saturday, get here, a big house with a big mortgage, that is what we want. Martha, congratulations to you and Dr. J, congratulations to you, give them a round of applause.

This has been a fabulous fast couple of weeks. Last weekend was a powerful reminder of why we do what we do. Largest graduating class ever in the history of this University, 8,657 new graduates and there were many moving stories among those graduates. First generation college students, fifth-generation Buckeyes and everything in between. I must say that I was particularly proud of this commencement. I think that recognizing Dr. Ayala, who is a remarkable combination of world class scientists and world class humanist was something that brought great pleasure to me personally. Chris Speilman moved us all, I think

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no doubt about it, and the valiant life that he carries on with Stefanie's memory. I must say that David Gergen gave on of the truly great commencement speeches. He did not come in talking as a commentator, as a politician, he came in talking common sense, at a time in which common sense is sort of needed. I just hope he knows how much we appreciated him. The ceremony really reaffirmed the University's role as an agent of change.

I had a chance, Jeff to speak at the Metro, Early High School, which is a project between Ohio State and Battelle. By the way the Gates Foundation is the finest STEM school in the country. It is right here on our campus setting an enormous standard. Those kids, they came with nose rings, and hair up in the air and straight suits, they were all over the place, they were selected not because of the fact that they are geeks, although I like that word, but they were selected because by lottery, and the achievement were quite remarkable. We have set a standard in terms of education that we are now taking to the world, and Battelle is doing that. We want to acknowledge that.

This afternoon, we celebrate another milestone. Today's groundbreaking for ProjectONE is significant not only in the life of the University but also in the economy of this state. We are creating 5,000 plus construction jobs, and we are creating 10,000 permanent jobs which will only grow, but most importantly we are creating a center of excellence that few will be able to match in this country. There is that time together to celebrate.

I will be traveling this summer to visit the people of this state, 11 million Ohioans who love this University. An opportunity to visit with them. I promise though that I am going to all these county fairs, we will be sampling delicacies ranging from fried Oreos to fried something-or-other in Nanjing, China. I promise that I will come back in full flourish. None the less I do look forward to the summer and the time to be able to reconnect with the people of the state and the people of the world.

By the way I want to note as we celebrate our faculty, that Bill Mitsch, who is one of the leading experts on wetlands in the world, while I am there, will receive the Einstein Prize which is one of the most significant scientific prizes in the world and we are going to be there when he receives that, so I look forward to that.

My final note is that we have had a remarkable year and I see nothing but great opportunities in front of us. So I am grateful for the year, I am grateful for the opportunity, I am grateful for the leadership that we have, and I am grateful for the fact that we are blessed with remarkable students, remarkable staff, remarkable faculty, and what are now 80,000 living alumni who support us all the way around the world.

Thank you Mr. Chairman, that is my report.

Mr. Wexner:

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Thank you very much Gordon. Do you want to say anything about Vice President Beiden today?

President Gee:

I told our chairman, I whispered to him, I said if I were Vice President Beiden, I would say this is a big X deal today. This is a big deal today folks. We have a big day today and I am grateful that I am part of it I can assure you .

Mr. Wexner:

I am sorry to ask, but today is a big deal in a lot of ways for the things that we have covered and the individuals we have recognized so far on the agenda and also the next item on our agenda. We are calling the Ohio State Framework. I believe this is a report back of about three years of work in master planning for the campus. I will pass it to Jeff Kaplan and our work partner Ricardo Dumont. Thank you.

Mr. Kaplan:

Thank you Mr. Chairman. I think we might have some prefatory remarks by Mr. Ratner who was our lead Trustee in this effort, and really our partner on guiding us through what I think is a very very significant process.

Mr. Ratner:

I am not going to take much time for lead in comments, but at the end of this I want to take a chance to thank the entire team and the entire University who really engaged in this process as you will hear from Jeff. This really is a process and the thing I wanted to both suggest at the very beginning, which I will repeat at the end is that as a process it is something that really, it is work that both invites really, and demands active engagement of the faculty, active engagement of the administration, active engagement of the Board, and in effect the entire community, all the stakeholders that we reached out to. We are going to have to continue to reach out to because this is not the kind of typical canned master plan. You are not going to see a set of fixed drawings of specifically identified buildings and locations. It is not going to have a bunch of, probably in the 60's it would have been pastel colors, they would be slightly changed today, but basically you are not going to see a bunch of colored blocks telling everybody where things should be, and then would go on a shelf and be ignored for the next 40 years until someone revised it. This is really an active document. It is a framework. You will hear from both Jeff and Ricardo as to what that really means, but as I said it is really a plan that is going to engage us and it is going to continue to engage us and is going to continue to challenge us. I hope what it is, is something that allows us to have a concept, an armature if you will, around which we can grow the University's physical development and with which we can interact as we get the financial plan and the strategic plan of the University worked out over the next 12 to 18 months, begin to then put

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these back together as a whole and look at a series of issues that are really going to challenge us.

The other comment would be that we were set up beautifully today. Whoever made the selection of Dr. Dutta as Distinguished Professor was wonderful in the fact that, that was a perfect lead in. That building, which is a result of tremendous amount of collaboration between two departments was also a building that grew directly out of the kind of work that we have done in this planning effort. The transinstitutional demand that we have really instituted in the effort. The idea of rethinking the campus, in particularly the idea, in effect, doing no harm. Making sure that every building, every location, even every small revision to an existing building, every modification in fact is one that is responsive to an overall transinstitutional need. Understanding who we are, understanding the core mission of the University, and making sure that the master planning work, the design work, the physical campus reflects that.

The last comment is that the other part of this plan that I am thrilled with is that we are really beginning to focus and pay attention, not just to the buildings on campus, but to the spaces between the buildings. As you will see weaved throughout this, there is a tremendous focus on that. Ricardo came up with a wonderful term for this, he called it the civic infrastructure of the campus. I have always been of the opinion that great campuses, great environments, are not so much the result of the individual buildings. If you think about the campuses, even our own campus by the way, and the most wonderful places in America and around the World, you do not actually necessarily think of individual buildings. While there are certainly wonderful and iconic buildings, you think about the spaces that are formed between them. You think of UVA, you think about Harvard and you think about the great college campuses at The Ohio State University, you think about the great spaces and this is the plan that talks about those spaces and talks about them again in an integrated way.

With that introduction, I would like to ask Jeff and Ricardo to lead us through it. We do have a resolution for the Board to pass. We are asking you to endorse this framework and three components of that which these gentlemen will get into. I want to remind you all that the framework that we are asking the Board to endorse today is just that. It is framework and it is a challenge and it is a demand that we really work very hard to maintain and continue the process that we have initiated with this. This really is in effect a commencement rather than a graduation. Ricardo, Jeff, do you want to.

Mr. Kaplan:

Thank you. Very well said Ron, and absolutely right. The example that our Distinguished University Professor of Chemistry really spells out what we hope to do with this framework plan. Most of you have heard this, so I am going to try to move through this very very quickly, then certainly we can leave time for questions. This whole process as the chairman articulated has been going on for almost three years. It has been an integrated and interactive process. We have had almost

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24 groups meet, dozens of times on this and by way of that, I should thank some of the folks thanked earlier. Professor Gerber and Ms. Erlich, Chris Zacher our faculty, Julie Anstine who led it from the staff side. Everyone is very very familiar with what we are trying to do here, and what we have done is put together the leadership items in a set of framework principles and some foundational strategies that Mr. Ratner had alluded to and that is what we are seeking your endorsement of today. As Ron said, this is not a typical master plan. It is not predicted, it is not scripted, it is more if I can use some hyperbole, like the constitution. It is a living and breathing document, but it sets forth some very basic principles that we can go back to as there are questions on physical campus development and hopefully will keep us consistent and allow us to be the best stewards of our campus facility.

It is at this point concentrated on the Columbus campus, but we are continuing to move this to the regional campuses so you will hear more about that in subsequent meetings. They have all sprung from this One University framework that the President mentioned before of being transinstitutional and making sure that the academic mission drives the physical environment and that we integrate as Ron said, the strategic and physical and financial planning, and that we concentrate our activity. We looked at a number of areas, they were not arbitrary, but we divided them to cover what our consultants Sasaki tells us is the most comprehensive planning process that any University in the country has undertaken. Those are areas you are familiar with because you have been in meetings before academics and research, the arts, athletics and recreation, the health sciences, residential life, the river, transportation and parking, sustainability, energy and infrastructure and the university area neighborhoods. The attempt is to integrate them in one comprehensive vision. We do that by looking at four buckets of principles. The first being campus life, these are in no priority order, but our attempt is to be a 24/7 campus. Where learning goes on not only in classrooms and not only from professors in articulated courses, but whether you are in recreational facilities, walking across the campus or in neighborhoods. This goes hand in hand with our principle of concentrating activity. We want residents life that surrounds the core. You will hear from Ricardo that our existing districts already have successful living and learning communities, and we are suggesting capacity there for additional residence halls. You will also see that we want to enhance our off-campus neighborhoods. This is really important for us in terms of our students, in terms of a goal of having our faculty and staff as many as possible, live closer to campus, which helps us in many many ways. It is part of a strategy frankly for retaining and attracting the best faculty and staff.

In terms of space, a critical component here, which again seems simple, but is vital. This building of no new net academic space is something that we are asking you to endorse and is something that as a Chronicle reporter told me on Tuesday when he called, is absolutely unique and somewhat daring because it seems to run counter to a principle of continuing to grow and flourish. But we did, and again as you know, and many folks who attended our sessions know, we did a very thorough analysis of all of our campus buildings and facilities. We have assessed them in terms of their quality, in terms of their cost to



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rehabilitate them or keep them functioning, and their locations. We believe unless we decide to increase enrollment substantially, that if we maintain our current buildings appropriately, and we demolish and rebuild those when their useful lives are over, we should not need any net new academic space. If we are successful in doing that, that will save your dollars and the states dollars and our donors dollars and we will be allowed to use them, and enable us to use them for growth, more specifically in academic areas and in other ways that will be vital to this University.

As I told the Chronicle reporter, this is not about no growth, and it is not about no academic growth, what it says is, if we use our facilities in the way our professor described them, and if Chemistry and Biology can share a classroom when it is used on Tuesdays for Chemistry, but not on Wednesdays, that will make a significant difference. That may sound very simple to some of the folks who do not work at universities, but those who do, know that universities generally are very parochial and if a particular department "owns" a classroom or facility, even if it is going unused now a days, and I am not just talking about Ohio State, I am talking about anywhere, it is protected parochially and wasted. So we are asking you to endorse a principle that will allow us to change those habits and to link our space allocations to utilization.

Ron talked a little bit about the civic infrastructure as the Sasaki put it, and basically this is going to suggest that we do a better job maintaining our buildings, that we pay more attention to deferred maintenance. We have developed some superb tools that again you have heard about and the audience has heard about in other meetings, we can talk about them later, but they will tell us specifically the conditions that our buildings are in, which ones are first priorities for rehabilitation, either because of their use or because of their condition in which we find them, and it will suggest that we work on our signage and way finding as well as deferred maintenance and our parking and transportation. Which all of you know to be a major issue at a place like Ohio State. We have some foundational strategies that we hope will enable us to change the mindset of parking and transportation at Ohio State.

We also have some practice principles and this is what I alluded to earlier in terms of our planning tools. We developed seven planning tools to document and have very easily accessible all of the data that we need to make decisions on our physical facilities to allow us to make more agile and efficient decisions, but to have data so that there is not a question about what research space is being used to what capacity, or what condition a particular facility is in. We can pull up all 456 buildings on the campus almost instantaneously and look at anything from the conditions of their roofs to the safety conditions to how the research facilities are used. This will be very very important again to use our money in the most appropriate fashion and to steward our resources. We have also addressed under this category our sustainability, and there are two studies ongoing that you are familiar with that are in parallel for the framework that really address in detail our options for reducing energy and using alternative sources and look at our broad sustainability goals related to the physical campus and

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how we operate this campus. Those are the framework principles that we would ask you to endorse. Again you are welcome to ask questions as we move forward and those inform the foundational strategies and the first ideas that we are laying out for consideration so we can move this forward and I will ask Ricardo to comment on those.

Mr. Dumont:

I am going to try to sit still and not wave my arms around into this forum. Before I go into the specific issues, the foundational strategies that Jeff says. Why do we boldly go forth now in this critical very difficult times in our country and in higher education? I think there are three very quick reasons that are lead-ins to this. First the mission, the Land Grant Mission, your mission, our mission to attract the best and brightest and to create a world class education for these great students and professors and support that endeavor. Second it is also our responsibility to deliver the best education for the least amount of dollars. The huge idea of no new net space, academic space is a very contagious idea in the fact that most of the great universities are facing tremendous strains on their systems. But yet, that has continued because they keep on thinking that growth is the only answer. There are better ways to get to where we need to go to be the best. So the idea that we would deliver in the most frugal manner possible, the highest possible education without sacrifice to quality or sacrifice to the President's mission of delivering the whole student endeavor that Dr. J has been championing. And lastly, the professor has now left, said it more clearly than anyone I have heard before and that is that the world's problems are before us in that we need to be the most nimble organization, academically and in our research endeavors to respond to those great problems the world faces. We need to be the innovator we need to be the solution. That is the prelude that the president set forth in this mission.

So foundational strategies, there are several. I will go quickly through these. The first, concentrate academic activity and regenerate the academic core. That is of course on the heels of creating the best, most powerful adjacency among our academic units. The idea is that many of the great discoveries of the past, and will in the future more so will be between departments not only within the departments. So that is, we are trying to create the most compact campus which is also the most efficient campus, is also the most sustainable campus. So essentially the diagram is saying, where ever possible we are going to move east of the river to aggregate our facilities in the most efficient dynamic way possible. Again evidence by the ChemEngineering building we are about to begin. We also talked about the core as Jeff said. The stewardship idea of the core. Again the issue of our space, how we can dare say no new net academic space is because the issue is not the quantity of our space, but the quality of our space. So without any major increases in enrollment, we think that we can move forward, really not increasing the net square footage of the academic units in the university, but improve the quality of the teaching facilities and the quality and direction in those facilities. So the idea of stewardship is also a strategy again. So the sustainable is not a

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separate overlay as you have seen in other institutions, but really an embedded strategy in all the ideas.

Next, invest in the civic infrastructure. So we have become a city. We are 80,000 people in the institution. That is by any means a city in the United States. To run this city efficiently we need a strong idea and systems about our infrastructure that involves reconnecting our streets and more clear handsome ways, the idea of a transit system that actually moves the 32,000 cars that park at this University every single day, 48,000 cars move through the University every day, so a better more efficient system for handling to free up tremendous real estate resources along the river.

We are about to go through major endeavors for our utilities underground. So where we make transitions underground, the goal is to put the services back in a way that is about the future, not just recovering those streets. So the idea that streets, transit, parking, utilities and way finding, all are about the system of the fact that we are a city, and we need to start acting like a city, cohesive and efficient.

Third, principle here, we call this transform the river and the green reserve. This river, as you can see from the diagram is literally the geographic center of the campus. It is now housing almost 7,000 cars along its banks. If I were in Mr. Ratner's shoes, as one of the best real estate development companies in the world, that would probably not be the way I would be using that real estate. The goal is to transform the river and the tributaries essentially are the next oval to the next 100 years. So there are many things to do to clean that up, the idea of moving transportation or cars away from the river to a more efficient system, the idea that the river and storm water handling will be the most sufficient sustainable thing to do for the campus, but the river and achieving the idea that the river really is going to be the central focus of a lot of our activities for the next hundred years and sets up major growth areas for both medical and agricultural sciences and residential life. So the river will be the heart and compliment the great stunning space of the oval.

Next strategy is four key connective ideas. Early on the Board asked us to concentrate, we are concentrating on the north/south connection to the river open space it would provide, but also of course on the great emblems of streets already run through the University. The oval, first connective strategy to the oval and Neil Avenue, really is the academic main street of the campus. We will co-locate a lot of our academic and teaching facilities along that great avenue of Neil Avenue. From the business school in the north to the medical center in the south with a great library at the hinge and high point of that street. That will become our key classroom focus area and basically the main street of the campus. That will also coincide with continuing to improve the oval as the heart of the campus historic. The second great connection will be High Street, and High Street we are calling the cultural corridor. That is where we co-locate a lot of our arts facilities now scattered through the campus, eventually over time to collate all of our arts facilities around the sort of core area of 15<sup>th</sup> and High. That will tie into three major, we call pulses, one at the gateway center, one at 15<sup>th</sup> and

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High, and eventually a new gateway at Lane and High as well. That will then be our front door connection to our great partner, to our sounds, is the city of Columbus, so that will connect downtown arts facilities with our own arts facilities and High Street.

Now two new ones are east/west in character. It is Lane Avenue on the north. Lane Avenue idea is to reutilize the parcel, St. John's parcel as our science and technology gateway into the campus when you cross the river. That will connect the farm research areas to the west to this notion of a new academic and science and technology area at the gateway parcel at St. Johns.

Lastly, the forth major avenue, or connective strategy would be the east west strategy along the extension of what is now Kinnear Road. So we show here the idea that Kinnear we can stem from the west, which is now the home of SciTech, expand our research capabilities in the west, and tie them directly with a connective strategy over to Neil Avenue. That will then connect all our intense research at the Medical Center and the medical district here, we will continue medical facilities out along Kenny and Kinnear, and connect that to research corridor to the west of SciTech. So the idea that we concentrate connect east/west strategies and north/south strategies both for our city partners and Battelle partners as well as to our western lands.

This one is a critical issue. Enhance residential life, neighborhoods and recreation. Again, under Dr. J's leadership, the goal here and in the president's idea of brining more 24/7 life to the campus. So the idea of freshman and sophomores being accommodated entirely on the campus property. One of the first great goals. To do that we would need to be building close to 6,000 beds on or near campus. That will be a tremendous endeavor, one of the largest in the United States history for residential life. To do that, and that is on the back of creating a better more well rounded student, academic achievements increase the more we can convince them of the academic interchange between civic life as well as their academic life on the campus. So we purposed a strategy of reinvestment again. Reinvestment here in the south, as you all know, the south highrise residential area will be increasing in the number of beds for three purposes. One to continue to add vitality to that district when the more popular on the University campus, two to take advantage of the new student center we are now in today, approximately of adding anything right next to the south high-rise district, and three to also add continued life to the gateway district for its retail successfulness. The idea that we would add new beds and increase the quality of facilities in the south. We will add another major endeavor to the north that could add up to 2,000 beds to the north district, making it equal in size to the south. That will improve facilities there 24/7 and again ideas around housing and academic life more intertwined.

Lastly, we will reinvest in what is now called the towers, on the river. Obviously the river location is a key issue. Now whether we keep the towers or not remains to be seen in the future. As we go through that financial analysis, but the key is that river location where the towers are today is a stunning location. Stunning for its river location,

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stunning for its proximity next to RPAC, the recreation fields, stunning for its location and walk ability to academic core. So we continue to be impressed with that location. The trilogy of the three will be the focus of getting freshman and sophomore life on campus. Now this is in conjunction and partnership with areas immediately along lane, along high and between the blocks of 10<sup>th</sup> and 11<sup>th</sup> on the south. Those are properties which we see partnerships developing for increased interaction with private sector development. So the idea that Dr. J and her team would form an idea of what we want to be building and where and that private sector would be our partner in that endeavor. That expands even more gently into the neighborhoods to the north to the east and to the south. Again we have worked through the process of over 18 months with all the neighborhoods, 16 neighborhood groups and committees to understand how do we gently increase the quality of the neighborhoods as the chairman once said last year, the goal is to have the best neighborhoods around the University, not some of the most complicated. So the idea is that we would improve residential life for faculty and staff as well as students in those areas. Mr. Ratner has set forth the idea that we should strive to increase faculty and staff proximity to the University by trying to get 5,000 faculty and staff in 25,000 to live closer to the University in those neighborhoods. Again that is the idea of one continuous residential life, not just the undergraduate life. So this would be a huge endeavor and coincident with that would be the ideas that as the river becomes tremendous resources for recreation that supports that residential life and then the recreation within each district areas would also be key to that as well. So recreation, the neighborhoods and on campus residential life.

And lastly the idea promoting partnerships. The idea that a great University of this size moves forward only especially in these times with great partnerships, which create win win ideas for our private sector partners. So that would be in the areas of residential life, that would be hopefully in the areas of research. We have actually noted here, Battelle as being really striving to increase the research opportunities between the two institutions. We are showing the ability to handle tremendous growth in the western lands while maintaining the great farm resources in the tributaries. With tremendous research opportunities for private sector partnerships to be had by this University. Again, capitalizing on the asset of proximity to the great research scientists we have here.

Jeff mentioned the tools that have been part of this process and not just these big physical strategies. The tools were really a process to do three things. One, what to answer the questions of the chairman last year. What do we have and what is the quality of the resources we have, both physical resources and academic resources. Two, once we understand the quality of those resources and what we have, how do we arrive at prioritizing future projects based on your own initiatives and needs. And three, how do we integrate, as Mr. Ratner said, the idea of capital availability, program needs and scheduling those projects so that we can achieve this endeavor and plan over a series of years. So these tools are part of this process and we will in fact facilitate the achievement of the goals.

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Now lastly I just want to say, this process is already undergoing. We have worked with Dr. J for the last 18 months since she has come onboard. We have worked with Dr. Gabbe and the hospital committee and rethinking to some degree, when the pause happened at the Medical Center, how do we create that great strategy but weave it into the greater University idea of streets, efficient streets and pushing utilities and open space along the river. So great changes have been made there with their plans moving forward. The idea that ChemEngineering building, again I could not ask for a better introduction to the idea that by thinking of an integrated strategy we can reduce the amount of square footage of buildings and actually increase the amount of interaction in those buildings. Just as the Distinguished Professor said, if the ChemEngineering building planned and now undergoing design, we took two buildings, programs and combined them into one. Reduced square footage by 60,000 square feet and changed the location to be more conducive to the adjacent science and engineering interactions and more importantly achieved the adjacencies of professors who are going to be separate. So that is the goal of the future.

Now four and five strategies are now shown here. Moving forward beyond those three that are already underway would be the idea of the enhanced Cannon Drive and river corridor system. That would be the first great endeavor upon which the Medical Center, river high rises and the future science technology gateway at the St. John's parcel would be placed on. So just like the oval, was the place we centered our buildings around the future, we seize the river and great academic facilities and residential facilities facing on that river corridor. And lastly the civic infrastructure, the improvement of those transit street parking systems and utility systems to deliver and support the academic endeavors of the institution.

So those are the major ideas and strategies marching forward.

Mr. Kaplan:

I am going to ask Ron for some closing comments, but let me just let you know, in anticipation of your questions, that when you get the formal resolution that we are passing out, you will also get a copy of this presentation with notes, and that will be available to the public, and we are also going to give you a copy of the onCampus that our communications department published on Thursday, because it happens to have what I think is a terrific description of those three projects that actually have occurred in accordance with our framework principles. Again they were not formally adopted by you, but we have been operating under the assumption. It describes how those three projects both were changed significantly and we think improved in terms of the ability of our people to operate under some new principles that had not been in existence before. Should you be so kind as to adopt these Mr. Chairman, at the end, we plan to have in about three weeks, a very very detailed document that we are calling the glossy, which will be available to you and to the public. Both a multi-paged documentation of the plan with more details and proposals and a

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searchable DVD so that people will be able to see in great detail just what we hope to accomplish by this plan.

Mr. Ratner:

Well I guess, it has been obviously a very long journey, and tremendous amount of work has gone into this. While we have really only presented in effect the principles and what Ricardo referred to, and what is referred to in this document as the foundational strategies and move forward. This plan also relies on a tremendous amount of background work. If you drill down anywhere on campus, we understand the campus, we know the campus, we know the areas around it in full detail. There is a tremendous background of work that has been established, which is really going to be the base on which we can grow as we move the plan forward. And again I would end with what I began with. This plan really demands a tremendous engagement. We are going to have to constantly remind ourselves that we have framework, we have a set of principles, we have to constantly judge every single physical move we make on campus, whether it is a single stop sign, a crosswalk, or a major new building, as to whether it is added or subtractive of these principles and the goals that are in the plan. It all stems from Dr. Gee's vision of one University. We have really begun to understand as we have worked on this plan what that mean. What it means in reality, what it means in physical reality. It will also be absolutely necessary for us to integrate all the thinking we have done, all the work we have done over the last years with the financial plan and the strategic plan. I cannot emphasize that enough, I stated it at the beginning, it is even more obvious as you go through the presentation that without those components, people are going to say to us, well you have these strong framework, these strong principles, how are you going to put them into place, what is it going to cost to do all of this, when is it going to happen. That is really part of the financial plan and strategic plan.

The other comment is, some of these issues are ones where you know that in 15 years the change will have happened. It will have happened whether we guide the change, whether we just stand back and watch the change happen, or whether we are in fact taken for a ride by the change. How we get there is somewhat debatable, the exact path, and that as I said is part of this integrated planning process we need. There is no question in my mind that we will significantly reformat what it is actually like on campus. The neighborhoods around campus here are going to change substantially, the connective tissue between the campus and those neighborhoods and the greater Columbus area and the state for that matter is going to change very substantially. It is going to change in ways we have not even been anticipating when you look at how much of our learning would be distance learning, all of those other changes that happen. I think this plan gives us a framework, it gives us an attitude and it gives us a direction, which if we really spend the energy going forward, we will be very well served by the plan and it will in fact really serve the institution that we all have tremendous respect and admiration for. With that I invite any questions from the Board or the audience.

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Mr. Jurgensen:

Ron, one thing, and I know that this is on everyone's radar screen, and it is really sort of embedded in the last principle under campus life, and it is tough for a former Nationwide to use this expression, but Ohio State really needs to be a good neighbor. Like a good neighbor.

Mr. Ratner:

Excuse me, I would like to hear you say that again.

Mr. Jurgensen:

I could not even get it out the first time. So there are things that we are doing that the original impetus was inward looking in the campus, and then as we got further and further into it, we realized that this campus has four natural borders, and there are a lot of things going on in each one of those borders. So a huge effort to the east and totally reinventing a neighborhood of Weiland Park. That is a major community initiative with lots of people involved in it. We have a huge infrastructure issue in a road sense to our south, 315 and Goodale, that interchange if not carefully thought through will choke us off to the south. In some ways, I and my former colleagues at Nationwide are guilty of this, we have a billion dollar investment going on in Grandview that was not informed, nor did it really inform what is happening here, it should have. The city has its own views of what happens in the north end of the area district and Neil Avenue, not informed by this, and neither does this inform that. So it is all happening independently, and I grew up in a campus environment in Omaha Nebraska, Creighton University, where we went through a similar effort and paid spectacular attention to the campus proper, but inadequate attention, and what ended up happening was, we built a college island, and the city and everything that happened around it basically closed it off because challenged neighborhoods is in some ways a euphemism, but it is a real sets of issues in there. I just continue to encourage that we bring those border communities and efforts into this because like you said, this is a 20, 30, 40 year deal, so mayors will come and go across that timeframe, city councils will come and go, civic leaders will come and go, but the plan needs to live on. So the more of that we get others to own what we are doing here, and we are not building redundant facilities with what is being built in other parts of the city by looking out not just in, will be good for all of us. I know I am not raising it as if it has been missed, I am raising it only to emphasize how critical this is going to be.

Mr. Kaplan:

We do not want to take a lot of time to respond, because I think you are right, we appreciate your underscoring it because it has been missed in other plans and Sasaki called that to our attention as did Ron, because he has first hand experiences as a developer so we indeed have tried to meet with the city every quarter, we have met with Battelle on at least two occasions and as Ricardo said we met with 16 neighborhood groups. In order to translate that into action, and make



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sure that when we build, we build in conjunction with their plans is something that we cannot forget.

Mr. Jurgensen:

My last point would be, and again I want to just say this to everyone in this room that may not be aware of what you have done, but meeting with groups to tell them what we are doing is not meeting with groups.

Mr. Kaplan:

We have tried to listen as well, point well taken.

Dr. Gee:

I think that your point is critical because in 1990 I inherited the bad business of the University. We were probably the worse neighbor in America. We sucked the oxygen out of our neighborhoods and did not give a damn, and we have paid a huge price for that. At least the experiences that we have learned from, and now I do applaud both what you say, it is not us informing people what we are doing, it is actually trying to coordinate. We have got a number of those things going on but we need to be better. I think now that we have our own framework, we need to be aggressive in pursuing that. I just might note as an astric, I am glad that you said that mayors come and go and city council come and go, you did not say that University Presidents come and go, I am grateful for that.

Mr. Jurgensen:

They do, they just come back.

Mr. Dumont:

Totally agree with everything, and I think the great challenge for this Board is to make that relationship happen. Like any relationship between two individuals or two great institutions like the city and the University, everyday counts. Interaction everyday, back and forth listening to achieve that idea, that graphic, it is going to take concentrated

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Mr. Jurgensen:

What is hard about it, and Les and I have worked on this a long time, Ohio State now has the framework for a really brilliant master plan, the city of Columbus has none. Eventually that needs to be fixed, or their lack of one will influence in a negative way ours.

Mr. Ratner:

The other time that does happen here, I think we can really set a new example. The work we have done and the work that Ricardo mentioned, these were not normal sessions, this was really a series of meetings in which we really began to try and create sort of a mutual

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vision of what could happen with groups that are on the ground and groups that care about everything from their neighborhoods to their facilities, whether it was the owner of 75 units of housing east of High. We have a coherent plan and we really reached out in that plan. We talked about connections and the not only physical connections but the people connections if you will. We have detailed ideas of strategies for how to interact with our neighbors to sort of move some of those ideas forward. We can change that relationship. We had a very poor one and I think we have a very good one now, but again, you go across the country, Ohio State is not alone in having challenged neighborhoods surrounding a great university. It is remarkable to me, as you go across the country, how many great universities by challenged neighborhoods, so there is something in there that we need to understand better. I think we do understand it better, but the work it is going to take to go forward with that, if you think about just the different areas in which we need to exert great energy. Transportation planning at a very large scale, a bold idea that says we are going to move 5,000, 20% of our faculty and staff are going to live campus adjacent, that changes a lot of fundamental nature about transportation planning in the region as well as just in the city. There are a lot of those ideas, informative ideas, and we can also be a workshop for how this can transpire across America. It needs to. Some of the ideas that embedded in this plan in concentration of activity is inherently sustainable. Those ideas, if we really can begin to work with the city, with the other stakeholders, it will also not only create better ??? for ourselves, but I think those ideas can be transformed in terms of the city itself as it looks at its planning and thinks about what Columbus can be. I am thrilled by that, and your comment is supportive of a strong initiative and a plan.

Mr. Wexner:

I would like to do this as a significant issue, and just go around the Board table, if anybody has any questions or comments. This will be reoccurring work, regularly at Board meetings, hopefully forever. If there is inputs, or comment, this is not the beginning of the end, this is the beginning of the beginning, so everything is appreciated.

Mr. Marion:

Thank you Chairman for the opportunity and thank you for presenting this. It really demonstrates also some of the actual commitments that our faculty make to their research and what they are doing. The idea of having roads over rivers right now, is what we got, is so counter to what we teach and what we share with people around the world. That really brings me to a concern, and it really is the transportation planning. So much of this project relies on connections that have to be made and those people connections that occur and in order to really create the walking campus which is really an attribute of the best campuses in America, we have got to get the cars out of the central campus area, and how do you do that without negatively impacting the quality of life of our faculty and staff and creating situations where they are spending an hour of their day getting to their office or their laboratory or even with our patients getting in and out of the hospital

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and moving the cars and getting a transportation route that is able to move people quickly highly depends upon getting 315 straightened out. It really depends on getting our state partners, our regional planning commission and our city all coming together to correct that. Our green space corridor that runs right along the Olentangy River depends on getting 315 straightened out, the Kinear Road interchange, so much depends upon that particular main artery through our city. We really need to emphasize to the Ohio Department of Transportation and to our region and to our state leaders how important it is to get that issue resolved. I really believe that it is a key hinge point for this project to be really successful. It has to happen, with the leadership around this table, you all have relationships with some of these folks I hope, and it needs to happen, 315 has to be addressed significantly. That is my one diatribe.

Dr. Wadsworth:

I liked all the principles I heard, and we have been working on this and Battelle is very supportive, so great principles behind what I heard.

Ms. Kass:

I think it is very purposeful plan and a very practical plan, and I encourage it to continue in that way. I think the neighborhood, not to be repetitive, but the neighborhood east of campus, it is an area to really focus on. It is real important that we are good neighbors and that is encompassed in this plan, so great work.

Mr. Schottenstein:

I appreciate that Mr. Chairman. I think that this probably represents, and I do not know if I am right about this, but really the first attempt at master planning at this University since the Omstead Brothers designed the original campus one hundred and some years ago. I think what that underscores is how planning matters, because the concept of creating an oval around which key academic buildings, capped off by a library would represent a great learning environment to this day, as you said Ricardo very eloquently, the oval is one of the more iconic places, not because of the buildings, but because of just the intangible aesthetic of it all on this campus. From that time until today, everything in between, as many of us have said, meeting after meeting after meeting, for lack of a better word, has been spot zoning and spot planning, but rather is a development. This is really planning. It is in some ways perhaps one of the most important things this Board has engaged in, in the five years since I have been on this Board, and perhaps one of the most important things that this Board will do over a period of time. Clearly this is a long process and it is going to take enormous discipline and stick to it tiveness by those that follow us. It is a complete embodiment of the notion of one University, you cannot have one University without a plan. I am so encouraged by how it was not a spot plan, if you will, just as one building can be spot zoning, this plan could have been a spot plan, but you have looked out and Jerry's comments underscore the importance of continuing to do that.

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The inventory that we took of everything we owned and its condition, I have to believe, and I am hopeful that there are people out there right now updating it weekly, if not daily or else that document will gather dust. Right now it is probably one of the most useful planning tools we could have ever conceived, and I give great credit to Ron and you and everyone that has been involved in this for knowing and doing that. I just want to say the concept and I know I am repeating what has been said, but no net new space is extraordinary and I think that that is a great ah ha, and a great principle that we have to remind ourselves of constantly. The idea of emphasizing civic infrastructure just again to capture what Ron said at the beginning, that it is what happens between the buildings, along the walkways and the pathways and the signage and the trees and the softscape that give the campus a romantic and warm feel. I am just very very supportive and excited about this, and I think it is a great powerful thing for Ohio State.

Mr. Hicks:

Very good presentation. We have seen a series of very good presentations on this now for a long time, so I am always struck every time we see the presentation, how beautifully blue that river is, and I look forward to seeing that beautiful blue river. I wanted to comment on one of the things that Bobby said because I know you sort of glossed over it very quickly because it is not strategic, but it is more of a management tool. The database that you guys built and the knowledge tool that is available in terms of the mapping is really really important. Since I have been on this Board we have been talking about deferred maintenance and no body really has a good idea of what and how much deferred maintenance is out there. We kind of pick locations for buildings based on some instinct, but really not on a basic management tool database. I am just very impressed. When I saw it at the presentation, of course I was asking you to sort this for me, sort that for me, because I was really fascinated by the different ways that you could use the data, and it is critical as Bobby said that we keep that up to date, otherwise it will not be useful. Just congratulations on it. The other thing that I think as Ron really pointed out, I like that this is a framework. It is not a static plan, but it is a framework and it is a series of guideposts because this is obviously going to be very long term, so thank you for the presentation.

Mr. O'Dell:

Thank you Mr. Chairman, I am thrilled with the work and the vision. When I think about this coupled with the transition to semesters and moving the sophomores on campus, I think it is just a fabulous opportunity to really create a 24 hour living environment and I look forward to the day when the students have living space, no quads, no gang showers, high quality living space, all air conditioned into the future of this University with that great plan.

Mr. Borrer:

I too echo this plan as being very well done and very thoughtful. We are all very excited about this plan and look forward to its

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implementation, but I look back on the perspective of time. When I was at this University in the mid-70's it is very interesting, there were some new buildings, there were some things that have sprouted up, but if you look at the general University, very little has changed. This plan is a transformative plan, and it will take us years and years to accomplish this, but when I come back here 25 years from now, after I am off this Board, hopefully I make it to 80, I expect to see a good portion of this plan, in some form or another, implemented. It is incumbent upon us to make sure we keep this plan alive, keep it fresh and keep it moving down through the Board as the Board changes and evolves over time. Again, I applaud your effort. Thank you.

Ms. Swain:

I want to start with saying thank you, a group that you did not mention that has been very involved is the students, and we thank you for that. Even without me prodding, you said as the processes goes on, we will continue to involve students in the process, and this has not been telling the focus groups and the committees what is going to happen, it has been a two way street, and we thank you for that. There is a lot of excitement on campus amongst the students and the communities about what is going to happen in the next 25-50 years, but there is also excitement and then something, the slide with the five principles in action is something I think is really important. From ProjectONE to the infrastructure changes, which I think are exciting, seeing one University, better signage, better way finding on campus, those principles and action I think are really important to the plan.

Dr. Cloyd:

I would just echo, thanks and really outstanding work. I think it is very impressive that we kept all of the work mission driven and focused, as several have noted, to really coming up with a framework and focus to principles that will guide us in the future instead of just simply moving to a current space development plan. The only other point I would make is, particularly as we think about the west campus, we have had some really good commentary of what we are going to have to do as we think of being partners on the civic front and with neighbors. This is really going to require us to be able to take our partnering and consort ability to an entirely new level from where it is today. I would just simply say that we need to acknowledge that's a challenge we have before us and I am really very thankful that over the last year this partnership with Battelle has been built and we really look forward to even some more help now in that process from Dr. Wadsworth because we have done well today, but we have to move to a higher plane and that is the only way we will achieve the vision we got, with what we can do, particularly with the west campus area.

Mr. Jurgensen:

One last thing, I think it was a point Bobby made about net new space, is interesting. If you look at the picture, you do not just look at the green and red, you look at the higher altitude view that extends all the

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way through downtown. No net new space can apply to more things than just academic on a broader community way.

Mr. Kaplan:

Well taken, and even within the campus. I should point out that within the context of this study, what we really focused on first were academic buildings, but the concept and the plan will be to look at all of our other space and then beyond. But we are not there yet, but the principle I think is important, so thank you.

Dr. Reid:

I appreciate the elegance of this and certainly the intelligence, but also the heart and soul that you put into this in consideration of the people and interactions of human beings. Much of what I would want to say has already been said, the only thing I have is, great finding, and you know that's my worse demise. So make it clear and easy and simple.

Mr. Ratner:

There will be a hitching post right out here.

Mr. Kaplan:

Ron has been beating on us for that and rightfully so. We have a lot of work to do.

Mr. Brass:

Thank you Mr. Chairman. Job well done. While this plan was being developed over the last couple years, we were paralleling ProjectONE. We intentionally took a stop, if you remember to look at financial feasibility, to look at facility design, to take a look at location of various buildings. Had we not stopped, we would have had buildings on the other side of the river, had we not stopped we may have had some of our research in a different location than what the plan calls for. We worked very closely with Ricardo and Jeff and Ron and we are living proof that the framework works, because we ended up with a much better project, and I think that is going to be tested with the breaking ground this afternoon, so I think framework will have short term implications, long term implications and I love the title of the slide "Knowledge City." I do not think there are very many other academic centers in this country that have developed the database to provide the knowledge to make good decisions on an ongoing basis and what this plan calls for. Thank you.

Mr. Fisher:

Thank you Mr. Chairman. I think this footprint is a great opportunity for us to reinvent and redefine the Land Grant mission for this century. Let's talk about sustainability. This has components of food, water, environment, energy, our own carbon footprint, it is all about rural/urban relationships, our own city within a city and in fact what I

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really like is the great opportunity to utilize all the campus attributes; the oval, the river the green space, and how we can both learn and enjoy what we have.

Mr. Shumate:

Mr. Chairman, two quick comments. Number one to thank you, as the other Trustees have said, for such an excellent effort, and I do want to also thank you because I know that you have been reaching out to the city and to the community and that the city is well intentioned in this area and I encourage you to continue to lead the discussions with the city and the support and effort. Also very pleased to hear you tie this physical plan to the overall value proposition of the University, pleased to hear you say our goal is to continue to deliver the best education for the least amount of dollars. I think that is a very important focus for us in all that we do as a University, so thank you very much, and I say amen to all the comments of my fellow Trustees.

Dr. Gee:

Well, I will be very quick. As you know I am very invested in this plan. I think that in many ways it is something that I try to get my arms around during my first tenure, I was just not wise enough to quite figure it out. There is a lot of wisdom that has come out of this discussion over the last several years. I think today that Dr. Dutta said it best, when we talked about the fact that we turned this whole thing on its head, and I am looking at my academic colleagues over here, we have basically said we will never build another building at this institution. We are going to build great programs and we are going to create space in which those programs will be accommodated. A totally different way of thinking about it, which I think really repositions the University in a very powerful way. I think Jerry's point about connecting to all of our communities is actually essential. If we do not do that we will fail. We cannot become an island isolated in our grandeur, we have to really make the difference. In some ways I think because we now have a very robust plan, we can really drive our connections. It no longer is one of those things, well what are you doing and what are we doing, we will talk. We really can drive that. And then, the final thing, we really do need to acknowledge that this was very centered on vision and leadership. Jeff Kaplan has done a remarkable job in terms of shouldering the responsibility for this from the University administration point of view, and I just want to acknowledge that. Ricardo, I joked with Ricardo today, when Ricardo started this, Ricardo is kind of the quintessential east coast New Englander guy, and came in as a consultant, but now he is really one of us. We think of him as one of us, and we want to continue that relationship, this is, as our chairman said, the beginning, we do not drop it, we pick up the pace. Ron, the extraordinary leadership you have provided for this, you know Mr. Chairman, we think about we have great expertise on this Board, when you think about Alan today we are celebrating the ProjectONE because had someone who really understood the nature of the academic medical centers and we were able to drive that. We are celebrating what we are doing today in terms of this framework process because of the fact that we had

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someone, who as Ricardo said, happens to be part of a business that sets the standards for quality in this country doing precisely what we are doing. I think the partnerships that we have, we celebrate today too, so I just wanted to acknowledge that.

Mr. Wexner:

I will take a piggy-back on what Gordon said about Ron, in terms of leading this and doing the work. I think it is a reminder, a teaching moment for the Board, it does help to have somebody on the Board who is an architect and a planner and experienced. I am a civilian in ideas about planning, and Ron is a professional, he has seen things at this scale, looks at this scale, so having a subject matter expert on the Board guiding a process and working with world class resource helps. And also the internal staffing, whether it is the support of President Gee, Jeff is working it for about three years and everybody working it, the process to date has been, I think, one that we should look to in pattern of committee responsibility, work done by the committee, members of the Board working with the committee and contributing as the work stream went through. And as it continues to go through, so it was not a formal readout at a Board meeting, but ideas that were worked inside, outside, with communities and getting as much work done in the most effective manner as possible. It is kind of a sentimental moment for me just thinking about it. As my urban geography professor Dr. Hunker I'm sure is smiling down, and cannot believe that I am part of this. I can remember him painfully sitting in Hagard Hall, and Henry Hunker saying, I cannot believe that you would think about this because you are not an architect and you are a planner, and then sadly he gave me a B+ because he did not think I could do the work that I produced was mine. It was plagiarized and having a professional help. I feel somewhat redeemed.

To the serious part, I think this is important to take some time about this, not belittling Dr. Gabbe and people in the medical profession, but what an architecture say is when doctors make mistakes they bury them, and when architects and planners make mistakes we live with them for sometimes hundreds of years. The things that come from physical structure, how they integrate with society, whether it is a university society, a state society, are really reflections of thinking, almost always by well intended people, and almost always get it wrong. So I think we should not take the bait of being self congratulatory for having done the world's best work, but be challenged by, that this is a work in process and this is very hard work and we have come a long way fast, but this is really the tough stuff. If I look back a decade, just a decade, not to the whole history of the University, we have probably spent in capital in excess of \$5 billion and will spend, in the next decade in excess of \$5 billion, maybe closer to \$10. So from just a capital point of view, the financial resource that we allocate shows up in structures and roads and utilities and repairs and maintenance, and fixing johns and painting things is a significant responsibility and as always, probably from year one, the resources are meager compared to all the other things that people want to do. The interconnection and the view of our future, our financial present and future, our academic present and future, our development present



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and future, student life present and future, academic life present and future, the community that we are connecting with present and future, of the neighborhoods of the city, the state and how we think about it, we are making very big strategic decisions and by their nature they have to be iterative because no one predicts the future accurately. We can look around at well intended planners and Trustees that have proved to be what now would appear to be pretty silly parking lots and some really silly inefficient buildings. But they were well intended and they thought they matched the future. So I think where we are is at a great moment, but I think a daunting one, and the progress that we are making in physical planning is I think very much to be recognized, it is in parallel with financial planning, academic planning, the strategic planning of the University, and it comes together in intangible ways, streets and roads and neighborhoods and buildings. This is a manifest station of an integrated longer terms and hopefully we have a more accurate view.

I also believe, going through planning processes in different major streams of the University, is that planning is reflective, it is patient, it has to be correct and I think one of the frustrating things for us in particularly for me, very often is judged by what you do not do, perhaps may be more important than what you do do. So the ability of boards to pause, to reflect, to stop and to think to make sure we have got it as close to right as we possibly can is a daunting challenge. The notion of coming back in 25 years and people wondering why we did this, and us being proud, or some of us being proud, it is really a 30-50 year challenge where people will probably look back and hopefully say they got it right, or the alternative, what the hell were they thinking. I think that the iterative nature and the insightful nature of what we are doing, whether you measure it in dollars, impact and the looking back, understanding the present and hopefully having a reasonable view of the future. This is what boards should do, in financial planning, in strategic planning and academic planning, it is just squishier because you do not see it. It is more invisible and I think we are making progress and I think at least in this subject we are at the beginning of the beginning.

The last thing about planning, and it came up in the meetings we had the last several days, is that it is ongoing because none of us can predict the future. We cannot predict the technology that will obsolete fossil fuel precisely, or if and when all cars will be electric or hydrogen or if all people will want to walk to campus or fly to campus or parachute to campus or whatever it is. Or what subjects will be in adjacency and what subjects will be obsolete, but yet it is our job to make the best decisions we can and to this murky future. I am coming back to this particular stream of work, we are making progress, we are getting better everywhere. What I would also, so that we can get better, I purpose we take a ten minute recess so everybody can prepare for the next segment.

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Mr. Wexner:

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I think we can reconvene. Again thank you to Ron Ratner for the work that has been done, and is continuing to be done on planning. Lets shift into Committee reports, and I would like to begin with the Committee on Trusteeship, Alex.

### **CREATION OF ADVANCEMENT COMMITTEE**

Resolution No. 2010-99

Mr. Shumate:

Thank you Mr Chairman. Yesterday in our meeting we continued our discussion regarding the restructuring of our Board Committees. As you know we are on a mission of aligning the structure of the Board with the strategic priorities of the University. As a result of the discussion and the analysis coming from our meeting yesterday, I do have a motion that I would like to offer for the Board to approve. It is a motion to create an Advancement Committee. The Committee is described in the material under the tab Committee on Trusteeship in brief, it is brining together the development, alumni relations, communications and marketing functions into a Board level Committee so that we can strategically focus on the policy and the strategy and planning necessary for this very important function of the University. So I would move for the creation of that Committee, and I would note Mr. Chairman, consistent with your directive, we are also eliminating a Committee, in that this Committee will replace the Development and Investment Committee.

Upon motion of Mr. Shumate, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing motion by a unanimous show of hands.

Mr. Wexner:

A motion has been made and seconded, discussion, questions?

No discussion? Comment, cheap shots, something.

Mr. Schottenstein:

I like the no net new committee concept.

Dr. Gee:

I will make a comment, this is again in the spirit of reinventing and reorganizing the University. This has been a long journey, 130 year journey, and it really culminates in the fact that what we were saying was unlike most public institutions which really have taken the notion that there are separate communications, development and alumni programs that we are really going to align ourselves in a way that allows us to use the mass of the institution to power. Having it culminate in this Board Committee is enormously important.

Dr. Cloyd:

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Two quick comments I would make. First of all, I would really like to thank our fellow Trustee, Linda Kass who has done such remarkable work to help bring all of this together and the constituents. I do not know how many hours you have put in on this Linda, but I know it has been a large amount and it really is some great work and we appreciate it. I guess the only other thing I would say, and some of us have had some conversations about this and it builds on what Gordon just referenced. This really is an important new opportunity for the University as it sees itself and it sees how it will engage with all of the various stakeholders of this University. While we have all known the Buckeye passion and are very pleased by that, we have had strong philanthropic support in the past and we try to get our message out about Ohio State. This new configuration both at the Board level, that mirrors what is being done within the University, I think opens the opportunity to take us to an entirely new plane of engagement broadly about Ohio State. Gaining support for Ohio State including ????? (Time 00:05:18 disc 3) support for Ohio State and enhancing the recognition of this University.

Mr. Wexner:

It causes me to think a second that we are eliminating a Committee and creating a new stream of work, which is a vital sign that we are changing and adapting. I am just wondering from the 10,000 or 20,000 foot level, what kinds of benefits do you see in the future from this and the work we are doing as the Board and through the University.

Dr. Cloyd:

Well, for me I think, at least the vision I develop for it, is number one, people will actually become engaged with Ohio State, where today they may know about it, but they are not engaged. We have a tremendous diaspora that we can leverage, its alumni and its also people who feel this is their University. We have some engagement to date, but largely today, I think you can say a lot of the engagement is around football or basketball or the particular college if there is something going on within the College that they graduated from, but like the kinds of things we were talking about this morning, not really understanding where Ohio State is going, and they cannot engage if they do not really know, or the ability as they get engaged to fully leverage the skill base of the diaspora, even if we look in the community aspects, some of the things we talk about today if we want to create this knowledge city, we will be able to get the involvement and the participation of people to help us and where we want to go in our mission that we cannot today. The second broad thing is, the branding of Ohio State in a going context is extraordinarily important, and I think the focus in what we will have with advancement, so that as we, and I will use the word, as we market this University on a broader and more effective base, we will be defining our vision where we want to go, and I think that is a very positive thing in two contexts. It keeps in front of everyone within the University that is helping support where it needs to go, have a clarity of the vision of what we really want to be, and then secondly in all of our actions our staffing efforts our program efforts, making sure we are directed. It is a way to deliver the big

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promise of what this University can do, but then ensuring that we deliver on that promise. I think this Committee and the work within the University now allows us to do that.

Mr. Shumate:

I would be remiss if I did not thank Archie Griffin for both the vision and the leadership in terms of bringing, in a wholesome way, the Alumni Association forward to be an important part of our efforts going forward and today as you know we are voting not only will he be the President of the Alumni Association, but a Senior Vice President of the University. It is very important in terms of advancing our efforts to acknowledge the very important leadership role that Archie and his staff played in this process.

Mr. Griffin:

Thank you Alex, I really do appreciate that, and do want you all to know the Alumni Association's standpoint, we really look forward to the future because I think our future is really really bright, having the opportunity to engage the broader base of alumni I think is going to be great for this University, so thank you all so very much for giving us the opportunity.

Mr. Wexner:

Thank you. Any other questions, comments. A motion has been made and seconded. All in favor say yes. Any opposed?

Done, thank you very much.

Bob, do you want to report for Audit and Compliance?

Mr. Schottenstein:

Sure, Mr. Chairman, thank you. About two years ago the Audit Committee, which at that time was a relatively new Committee of this Board, expanded its scope and took on compliance as been discussed at previous meetings, and yesterdays meeting was a very good example of that as almost all of our agenda consisted of compliance related matters. The first part of the meeting we received a very through update on business continuity, which is a very significant challenge, particularly in light of things like what was witnessed at Virginia Tech and the flooding at Iowa, and studying and using those as an examples to test our readiness. I think the members of the Committee were very comforted by the work that is being done, not just within Ohio State, but it is a very collaborative model. This is probably one area where trade secrets are irrelevant, if one university has a better approach, or one institution has a better approach by all means, there is a great desire to share, and Ohio State is involved with a number of universities in sharing practices to promote readiness in all sorts of ways, not just the two that I mentioned that had occurred at the other universities.

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We received an update which you can see in your Board books. The internal audit work plan which is a risk-based five year plan. There are those units or departments that are audited on an eternal basis annually, those that are audited every three years, those that are audited every five, and we received an update from our chief internal auditor, Mr. Patton concerning that plan and the members of the Committee were very satisfied with it.

We also got a very through update from General Council, Mr. Culley, concerning a variety of affiliated entities. Several that I will note, one the Alumni Association, which is in the process of now becoming, following up the comments that we just heard from Mr. Shumate, a newly formed affiliated entity. Modifications to the governing documents relating to the affiliate, Pelotonia, which hopefully everyone has signed up to ride in, and if you have not we will be contacting you, I am wearing my Pelotonia hat, but seriously we talked about the modifications of the governing documents for Pelotonia that now reflect the new board structure which is in itself a reflection of the change in major donors and major supporters for Pelotonia. We also briefly discussed a number of other affiliate, one that I will mention since it was mentioned by President Gee earlier, Metro School which is performing admirably and we discussed a number of matters relating to the funding, financing, and governance as well. That concludes my report.

Mr. Wexner:

Questions, comments?

There was some discussion just to emphasize that the audit part is important and the compliance part is important, and I think we referenced quickly the problems, whether its the oil spill or the problem Duke University had or USC had, there is no compliance and the damage financially and reputation when there is not compliance is how significant it is. I am underscoring that publically because the conscientiousness not only of the Committee but of the University and the sensitivity to these issues that go both about integrity and audit and integrity and compliance, playing the game by the rules. Do you want to speak at all Bob about the Trustee team for Pelotonia and how you are captaining it.

Mr. Schottenstein:

I have a great co-chair, the wife of our chairman, and I have no doubt that that team will be well staffed, but let's just see a show of hands, how many have signed up to ride in Pelotonia?

Truly, since you asked, as of this morning over 2,400 riders have signed up, which exceeds the total that rode last year. The goal is 5,000, all proceeds, due to the generosity of a number of major donors, Limited Brands, Huntington, Richard Santulli and his wife, there are several others, but those are the three main one, once again all proceeds will go directly toward cancer research if in fact we are successful in getting 5,000 riders, and we will, as much as \$8 to \$10

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million would be turned over to the James. I see Dr. Gabbe nodding his head, last year he had the distinction of being the only tandem rider with his wife, and it is just a fantastic thing, anyway you asked it, so it is very worthy of our support for so many reasons, and it is also grassroots fundraising which is something that allows us to capture incremental dollars.

Mr. Wexner:

I surprised Bob with the question but I really wanted to advertise the notion because whether it is how we think about doing the community and physical planning or social planning or any engagements we have with the broader community, not just Columbus but the state, Pelotonia is a way, and I really hope that 100% of us either ride, volunteer, and give financial support to Pelotonia. The unusual commitment has come, and demonstration of an unusual commitment has come from Huntington, and they have guaranteed, as close as one can 1,000 riders, so that means not only are they as an organization wanting to come together for a fun event, and they are using the Pelotonia as a way of creating energy within the Huntington Bank organization, but in support of the University and support of the community, and I am really evangelizing off of their model in my own enterprise in New Albany and any constituent group. I think it is a wonderful way to market the University to build an engagement model between businesses and social organizations and suburbs and neighborhoods, and at the end of the day, we hope can raise \$8 or \$10 million a year for the James. At least \$8 million this year and maybe \$10 next.

Mr. Schottenstein:

I appreciate the chance to talk a little more about it if I may. For those that do not know, this is modeled after what is probably the single most successful one day, really two day fundraisers in the United States, called the Pan-Mass Challenge which has been going on in excess of 25 years maybe even close to 30 now. The Pan-Mass Challenge last year turned over in net proceeds to the Dana-Farber Cancer Hospital in Boston, \$35 million from this one and a half day event. In our first year we raised \$4 million for the James, it took the Pan-Mass Challenge about 15 years to get to that point, it might have been a little longer, so we are off to an extraordinary start and this is something that I think can become almost a symbol of community and University and just city spread, it is just a great.

Mr. Wexner:

Community challenge is the Michigan game.

Mr. Schottenstein:

Huntington, by the way, they have 1,000 as a challenge I think of today they have close to 400, and of course our own University is determined not to let Huntington to out do us and hopefully Ohio State will end up with a minimum of 1,000 riders, there is a very well organized.

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Honestly when you look, leave the students out for a moment, just take the faculty and staff, and if we just capture a small percentage of that.

Dr. Gee:

We are up to about 500 right now, yeah we are about 500 right now. I say this to my colleagues, we as a University cannot expect to have support from the people of this community if we do not support ourselves and this is one of those things or events that we really do, and of course it is a fabulous event anyways. It will fast become one of the most significant events in this country of its kind. I have two nephews who read about it and did not even know it was affiliated with their uncle and they have signed up because they are great bike riders and so I think that is important.

I will say one thing, and if i just do this as a side note because I am sorry I am taking a little air time here, but this is important. This University has always had shown significant support for itself as part of a larger community effort. We have done tremendous things in terms of the United Way and others we have been involved in, but a very significant supporter of that. The thing that I am most proud of and Jonathan Hook is right there, he co-chaired our drive, this year we raised \$6.3 million internally. As a matter of fact, the staff had a 44% participation rate, largest amount of money ever raised by a University for its own internal campaign. So we can then turn to the people and say we support ourselves, and that is what Pelotonia is also about.

Mr. Wexner:

I am just **hardling** between strategy of the University, financial things, community, state support, Medical Center, marketing development and Pelotonia and just putting it into a bundle, again this will get national publicity, it is much more than a bike race, its the little kids riding, its not just the Lance Armstrongs or the Lance Armstrong want to bees, it is really a community, family fun day and there are lots of ways to participate even if you do not put your tail on a hard bicycle seat.

President Gee:

I had my ride already worked out, Dr. Gabbe, the tow Dr. Gabbes ride a tandem bike and I hook a side car onto it.

Mr. Wexner:

That provides a perfect segway to Alan Brass and Medical Affairs.

Mr. Brass:

Thank you Mr. Chairman. I think I need to adjust the budget upward, in Pelotonia as it relates to funds available. I think it is a great program. There is a lot of good news coming out of our Medical Center and our health sciences. Yesterday we had a robust agenda and on the consent agenda are four major items to be approved today and I will sort of recap quickly where we are. As many of you had

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stated already the groundbreaking is this afternoon at 3:00 pm, ceremony is from 2:00 pm to 4:00 pm but the actual ceremony at 3:00 pm is where we are actually going to cut the ribbon and say a few words. I would be remiss if I did not thank our faculty and executive staff who have done a yeoman job getting the project to this point. Someone mentioned graduation, I think it was our President, and at graduation we have 199 new doctors that graduated from the Medical School, and the good news is that 50% of those are staying in Ohio and the better news is 25% of those are staying at The Ohio State University which is really speaking well of our residency program, and that means 50% of those graduates are likely to stay in our state. So I think that is really good news coming out of our own school.

We always take a look at our scorecards as it relates to our finances and to our ProjectONE, since it is such a large project, and I am happy to tell you that the scorecard is looking very good. We will be focusing on development as we have discussed before, we have a benchmark of raising \$56 million by 12/31 of 2011. We have raised \$16 million already, we have another \$32 million of assets out there right now, but we have to stay very focused.

When we started ProjectONE because of the magnitude of this, and since it in fact is carried by bonds through our University, we brought in Deloitte twice to take a look at our long range financial plan and feasibility work. In following that we brought in Kaufman Hall and just recently we brought Kaufman Hall back again in light of healthcare reform. At the Medical Center Board, at the Medical Affairs Committee we basically heard report outs on the Kaufman Hall, and the bottom line is that this country is going to have revenue reduction impact as it relates to health delivery system. There is no doubt about it, whether you look at Medicare, Medicaid or whatever. The good news, in light of all the pieced parts of healthcare reform, Kaufman gave us a very good report, that we are ready and dealing with a number of issues, they are not saying that we are done because the impact will never be done, but I think it is one of those things that make us all feel a lot better at the fourth report out as it relates to the financial plan, feasibility work and so on is getting a good light.

Now, in light of that, one of the authorizations today is to take to the next stage ProjectONE and that is one of the authorizations today, it is a big one, \$294 million of additional construction. This is the biggest piece as it relates to acquisition of equipment, elevators, steel, additional foundation work and so on. The cash flow of this will take us out over the next 18 to 20 months. The good news is that of the \$82 million of contingency that we have on the project, we have virtually spent very very little to date. So all of the indicators on ProjectONE are looking very good. The next funding level will be in October. The way we set this up is every six months we will come back to the Board as cash was needed in order to continue the project, but this is the big one which is the \$294 million request.

I think the next item I wanted to highlight was that the 2011 budget is in the consent agenda today. The 2010 forecast looks very strong for the Medical Center and for the health system. I think we will finish June 30



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meeting or exceeding every one of the budget parameters. In 2011 we will meet or exceed every one of our long range financial goals and very quickly to put in the right perspective, we have added a few more beds to the current hospital, we are currently running 1,185 beds, I do not think there is room to add any more beds so we will be seeing that probably as our bed count until we open up ProjectONE. We have in fact increased our days cash on hand again, and I remind you, just four to four and a half years ago we were sitting at 50 days cash on hand, which was low for a medical center. Today, where we are right now is we have increased our days cash on hand from \$50 million to \$250 million and we will add another \$20 million this next year as part of this budget cycle, that will get us very close to where our comfort zone should be. I think that a strategic plan we will take that up to close to about \$300 million and then in fact I think we in fact will have a good base upon which to run an operation.

Our debt service is running at 6.2 and our EBIDA will be 11.2. Now I highlight those only because those are a part of a master financial plan all the way through ProjectONE, so all of this budget is hitting or exceeding those critical benchmarks. All of our indicators are up in this budget from the standpoint of admissions, especially ambulatory, which brings me to the next item that is on the consent agenda.

We have a strategic ambulatory plan that was adopted a number of years ago. The Medical Center, the Medical Affairs Committee heard yesterday a request to acquire another building to continue to expand the ambulatory, that is the VA building, that is over on Taylor, it is actually about four blocks away from our OSU East Hospital, we are going to acquire that building upon our approval, we are going to renovate that building and we will be housing doctor Dr. Calhoun, the orthopedic, the spine program, primary care, dental for the neighborhood, it is part of our program that Dr. Gee has talked about before as it relates to the community and reaching out and helping, but it is also going to be part of our ambulatory plan. I remind you that the ambulatory plan is growing another line percent this year which takes us to 1.1 million patients being seen in our ambulatory structure. That will continue to grow at about 100,000 to 125,000 patients a year the way the plan is scheduled to go. That is why it is so important when we look at ProjectONE to make sure the framework, the roads, the access parking and so on was done correctly.

I think we have a view of the building on the agenda, we have the ProjectONE expansion on the agenda, the last item that we have is there are 15 new members being added to the Hospital Boards or the Medical Center Boards, they are under tab two in the consent agenda. They have been approved by the respective hospitals, the Medical Center Board and the Medical Affairs Committee. So there are four agenda items today for approval Mr. Chairman, they have been reviewed and approved by all levels of the organization up to this point. That will conclude my report.

Mr. Wexner:

Thank you. Questions, comments about Medical Affairs?

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Linda, anything? Ron?

I have a question, when you get to this \$300 million, what would that then translate to with days cash as you projected into the future revenue.

Mr. Brass:

As the revenue goes up, of course we will be at \$1.8 billion of revenue this year, Les. So as we go up, we will probably be hitting close to \$120 - \$125, right in that range, and that is a good number for this academic center.

But as in raw numbers, gone from \$50 million to \$250, and moving up again another \$15.

Mr. Wexner:

Obviously the financial structure of the University is intermingled with the financial structure of the Medical Center so the days on cash that the Medical Center has is days on cash that we have, paying attention to their reserve is our reserve, and we backstop them. We are kind of the Medical Center's fed if you would.

Mr. Brass:

You know I probably should mention one other item and it is really critical to just that very point. This day in age medical centers, especially academic ones are struggling. We in fact are moving the ball forward and I think that we are moving at a very good servilely but very effectively. The bottom line on operations last year were \$123 million, this coming year we will be up close to \$132 million. That is very important for our University, some of which will drop in the days cash, some will drop into additional programs and be available for our University as a whole. Good report I think coming from our stand.

Mr. Wexner:

The significance of the Medical Center from a financial point of view, its a lot of our capital, its a lot of our business from the financial point of view so we should all feel like we have an understanding and are comfortable with the report of the Medical Center. I like the long range shot, or master planning process. We are all encouraged to go to their meetings, no tickets are necessary. Bob.

Mr. Schottenstein:

Mr. Chairman, I was going to mention the steering report on Fiscal Affairs, but since we are talking about it now. First of all we also received a detailed report at Fiscal Affairs on the scorecard that Mr. Brass referred to, and there is no question that the Medical Center performance is very strong, right now, particularly the operating gain this year as you suggested, which is budgeted to be around \$130

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million, and there is tremendous emphasis on growing days on cash and there are a lot of things that could impact that, not the least of which is external fundraising. Which the creation of the Advancement Committee and other things we have talked about with the importance of fundraising and really developing a robust fundraising model to enhance. The only point I wanted to make was, the revenues of the Medical Center are budgeted over the next several years to go from around \$1.6 to \$1.7 billion today to close to \$2 billion. If you just think that there will be around on average \$2 billion a year for the next four years, the standard that we are holding ourselves to in terms of our EBIDA which is really our profit margin, is a minimum of 10% and a maximum of 12.5%. A couple ways to look at it, that I think at least help me. By the way a margin of 10% is a very good margin, and no one should ever be distressed with making money at a 10% margin, on the other hand the difference between 10% and 12.5%, 2.5% on \$2 billion is \$50 million a year, or \$200 million over a four year period, or 20% of the cost of ProjectONE, just to give some context and perspective. That is one side of it, but the other side is equally true, if you go from 10% to 8%, the sensitivities, you know things move in \$10 million, and \$20 million and \$50 million increments, and we have excellence performance right now, and my point in making this is not to suggest that we don't, it's just to provide at least for me some dashboard kind of benchmarking, as to what these things really mean, if we are 10%, which is great, if we are 12.5% margin, we have covered 20% of the cost of ProjectONE in just the next four years in terms, if we go the other way, you can do that math too. That is the only thing I would add.

Mr. Brass:

Bobby, I think that is a very important point because I mentioned under healthcare reform, revenue is going down, it is not going up, so it means we have to do one of three things. We either have to control our expenses to maintain, or we have to enhance our revenue through new programs and expanded programs, or we have to enhance development. And the answer to the riddle is we have to do all three, otherwise we will have an impact on that, and otherwise it will impact that bottom line and it will not produce what is needed for the academic structure.

The last thing, with permission Les, would be, John Stone, who is the CFO of the Medical Center is retiring, and this was his last report out this time, we recognized him, and I would just like the Board to know that we are in the process of recruiting a new CFO. We did say thanks to John Stone, I do not know if he is here today, but Steve, maybe you can carry our thanks back to John Stone and he is finishing a distinguished career. That ends my report.

Mr. Wexner:

Thank you very much. Any other comments or questions?

Next I would like to call on Wally O'Dell.

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Mr. O'Dell:

Thank you Mr. Chairman. Yesterday afternoon the Development and Investment Committee met. First we received a report from Mr. Jonathan Hook. Mr. Hook presented an update on the long term investment pool with official results through the first ten months of the fiscal year, through April, and unofficial results through May. Through April the investment returns of the pool were up 21.6% for the fiscal year, the month of April was up 2.6%, which continues the string of positive results for the pool. Unfortunately the month of May was a very negative month for the investment industry with most of the major indexes down at least 8%. Over the month the performance of our pool was down 4% which points to some of the diversification in risk management practices that we have been implementing in the portfolio.

Through May, 11 months of fiscal year, our returns to date are a positive 16.8% which is nearly 600 basis points above our portfolio benchmarks. On May 31, funds in the long term investment pool stood at \$1.87 billion. The portfolio has ample liquidity and is within the bounds of its target asset class ranges. The portfolio is well positioned for the possibility of a volatile period of time with low return environment over the next year, and we continue to look at ways to manage the risk portfolio.

Following the update report Mr. Hook presented two revisions of the Long Term Investment Policy. We had the first reading at the previous Committee meeting. The two issues were discussed, which entailed two benchmark changes to be effective in fiscal 2011, and two wording changes to several paragraphs to make each consistent with the other. Following discussions of the changes the Committee considered and approved the amendment of the Long Term Investment Pool Policy, which is item number nine on the consent agenda, however I am tabling it and removing it from the consent agenda for today's meeting.

After Mr. Jonathan Hook, we received the University Development Report from Mr. Peter Weiler. Peter shared that April was quite an outstanding month for new fundraising commitments. In the last week of the month alone, our fundraisers signed three planned gift commitments with donors for \$12.2 million. However through April, total gifts were \$220.4 million, down 7.8% from the same time last year, reflected a difficult external environment. Most outstanding in April numbers were planned gifts which were up 37.7%, that is a familiar trend when the economy goes down, planned gifts go up, which is why planned giving was a primary focus for this year for our fundraising team.

Annual giving dollars meanwhile are up through April by 4.6%. The momentum also continues for ProjectONE as well as for the Students First Students Now Campaign. The total ways for Students First, Students Now stands at \$70 million, or 70% of the \$100 million goal for the initiative, with just a little over 50% of the time elapsed. Those numbers are including a generous \$5 million pledge from >?>>>> to create the next generation challenge for scholarships on the Newark

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Campus. They are doing a two to one match for new and increased gifts, and a one to one match for existing gifts. That challenge will run through June 30, 2012. Total philanthropic receipts through April were \$171.2 million, down 10.5% from the same time last year. As of June 15, we were at \$202.4 million in philanthropic receipts, and Peter estimates finishing the year around \$215 million.

Peter also recognized three significant commitments made since April 30. A \$5 million estate commitment to create endowed chairs in Law and Food, Agricultural and Environmental Sciences, bringing the total number of \$5 million plus commitments this year to eight, a record number of gifts at that level. The \$2 million estate gift for the endowment of a Chair in Small Animal Surgery, in the College of Veterinary Medicine, and a \$2 million planned gift to endow a position in the James Cancer Hospital and Solove Research Institute, which brings the number of gifts of \$1 to \$4.9 million to 21 this year.

The Committee also approved the establishment of 11 endowed funds and two revisions, which are the result of gifts totaling \$2.9 million. As several other people have already mentioned, Pelotonia season is in full swing, and we should all consider riding or supporting someone who is. It is in its second year and will be August 20 – August 22, and every dollar raised supports cancer research at the James Hospital and Solove Institute. Mr. Chairman, that concludes my report.

Mr. Wexner:

Thank you Wally. Questions, comments?

Doug.

Mr. Borrer:

Thank you Mr. Chairman. We had three reports before our Committee yesterday. We first heard a presentation from Vice President for Research Carol Whitacre. She briefed the committee on a number of interdisciplinary strategies that are advancing research and education.

These strategies include our 10 Targeted Investments in Excellence, as we have heard before, it is a five-year \$110 million program begun in 2006 to promote research impact in crucial areas to our University. Other strategies include the more recently established Centers for Innovation and Innovation Groups, which are meant to focus multidisciplinary approaches on issues of global dimension. Two Centers for Innovation have been created thus far, each with funding of \$750,000 a year for five years. Three Innovation Groups will receive \$20,000 a year for three years. Dr. Whitacre also discussed Ohio State's Centers of Excellence. To date, four of our five Centers of Excellence have been named statewide centers in focus areas identified by Board of Regents. So far the Board of Regents has only named four areas, and there are two left to go, and we have a great opportunity to be named in those also.

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Next we talked about, that in response to the 2008 doctoral program review, the environmental and life sciences are being reconfigured to better support educational and research efforts. A primary goal in this is to increase external funding of graduate and research programs in these areas.

The committee next heard from Chief Information Officer Kathleen Starkoff, who discussed the university's eLearning strategy. The term "eLearning" which was relatively new to me, applies to a learning environment that is supported by technology, from the most basic, which are classes that feature supplemented online to the most extensive, where a course is taught entirely through eLearning. Research has shown that students strongly prefer a combination of both face-to-face instruction and as well as distance learning.

To date, Ohio State's technology services have not positioned us optimally against our peers. In response, two teams were created: one to find four strategic imperatives and twelve objectives that address eLearning leadership, educational excellence, faculty support, and technology. The other team prioritized eLearning investments. Next steps include promoting the teams' recommendations through the "Year of eLearning" launched last month to strengthen interest and expertise in teaching and learning with technology. In addition this committee has formed three other areas going forward. A standing eLearning steering committee will be established to oversee the implementation of recommendations. The office of the CIO and University Libraries will work with the Office of Academic Affairs to ensure that implementation proceeds in a timely manner, and improved coordination and collaboration will advance the adoption of our eLearning experience.

Joseph Steinmetz, Vice Provost for Arts and Sciences and Executive Dean of Arts and Sciences, next provided the committee with an update on the consolidation of the five colleges of the arts and sciences into one college of arts and sciences.

Finally, and perhaps what is most significant thing that came before our Committee, is the culmination of a number of years of work that was brought to us by Joe Steinmetz, our Vice Provost and Executive Dean of Arts and Sciences. He gave us an update on the consolidation of the five Colleges of the Arts and Sciences into one College of the Arts and Sciences. We are very please to announce that the process culminated in a vote in May, unanimously, which I think is practically unheard of, by our University Senate on May 27 that formalized the faculty's intent that all five colleges be united. This as we have spoke about earlier is a great step for our University and something that we should be very very proud of. I especially thank our President for taking this great leadership in this, along with the rest of your team. I think it took a lot of courage and a lot of great leadership for us to get there.

Finally, Vice Provost Randy Smith presented us three resolutions for our consent agenda, the establishment of the Colleges of the Arts and Sciences, amendments to the Rules of the University Faculty and the naming of the Nationwide and Ohio Farm Bureau 4-H Center.

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Additionally our meeting concluded with a pretty good sized list of routine personnel actions for chairmanships, professorships and chairs. Mr. Chairman that concludes my report.

Mr. Wexner:

Doug, thank you. Questions, comments?

Dr. Reid:

This is just a comment on the eLearning part and being in the meeting yesterday, it was delightful for all of us to learn new terminology, but I think the more important thing is that this is a type of learning that students are increasingly demanding because this is how they have grown up, with this kind of technology. So I think it is a great thing that the institution as a whole is undertaking this and I think Provost Alutto said it is the year of eLearning, so I am looking forward to seeing what kind of technology comes forward considering how young people think, how their minds are wired and you know how this type of knowledge delivery can enhance their learning. I am really excited about it.

Mr. Wexner:

Bob, it is your turn again.

Mr. Schottenstein:

Thank you Mr. Chairman. The Fiscal Affairs Committee met yesterday and there are eight items that were unanimously approved that would be on the consent agenda. Several have already been referenced by Mr. Brass that very significantly relate to our Medical Center.

The first item that we approved concerns user fees and charges. This program recalled back in May, we recommended and approved tuition increases and in concert with that, yesterday we also approved the increase of four user fees and charges. First, room and board fees, being increased by 5.5%, we approved increases in selected existing program fees, and new laboratory fees which are outlined in the Board books. Health System charges were increased by 3.3% and parking fees were increased by an average of 5%. A lot of time, meetings, discussions with student groups and so forth, benchmarking both vertically and horizontally went into the recommendation that was presented by Mr. Chatas for these fee and charges increases and as I said the Fiscal Affairs Committee unanimously approved it and it will be on the consent agenda.

We also, for the consent agenda was our approval of the interim budget for this current fiscal year, the final budget for fiscal year 2011 is not yet done. It will be completed between now and the September meeting and at our September meeting we will be asked to approve it on an interim basis we have essentially extended the budget for fiscal year 2010 bringing the line items forward for the next 60 to 90 days to allow for approval of University wide operations.

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A new item, which was presented by Mr. Chatas, involved the Fiscal Affairs Committee giving authority to our Office of Finance to buy, sell and sign and transfer securities. In the past this has always been done on an as needed by-project basis, given the interest rate environment we are in, and to provide for more flexibility and really agility we gave an authorization to our Office of Finance to act as necessary based upon the market, keeping in mind at all times that the amounts of bonds and or commercial paper, which may be issued would have to be in line with the caps that have been previously approved and in all instances there would at least be discussion with the Chair of Fiscal Affairs, and or the Board, but this flexibility is something that we think will make us a little more nimble and allow us to hopefully make better decisions, given that our Board does not meet on a monthly basis and decisions sometimes need to be made more frequently than every other month.

We also authorized the entering into of professional service contracts and construction contracts. One of them related to a lot of infrastructure work that is going to be done along 17<sup>th</sup> Avenue, the other related to the very significant and important ambulatory project which Mr. Brass mentioned, which is the former Chalmers Wylie VA Hospital on Taylor Avenue, which will now become a very significant ambulatory care center for Ohio State, anchored by orthopedics and other things. In addition to approving the entering into of professional service contracts for that work, we also authorized the purchase of the real property, the terms of which Mr. Brass talked about. It is a slightly in excess of \$11 million purchase, we will then be simultaneously terminating the long term lease for the VA and in order to terminate that lease, or to allow the VA to terminate that lease, they will be paying Ohio State \$2.5 million so that the net purchase price is slightly in excess of \$8 million. That acquisition of that Taylor Road site, which the members of the Committee are very excited about, will be on the consent agenda.

We also approved the granting of easements to the City of Columbus that will allow for handicap ramps between the streets and sidewalks to be placed at every curbed intersection from 12<sup>th</sup> Avenue to Woodruff. That construction will be taking place over the next coming months assuming that this Board approves the granting of that easement. The City of Columbus is doing that work, I believe it is the city.

Finally we approved the health system budget again that Medical Affairs had previously vetted and approved. We had a lot of discussion about that and we lastly ratified and approved the release of \$294 million, for shovels and commencement of work this afternoon. The only point I will make on that, other than I think it is a great day for Ohio State, is that the approval of ProjectONE, several Board meetings ago, was not a traditional approval and so on a periodic basis, I think it is every six months, the Medical Center will be coming back, the status reports will be frequent, but they will be coming back as funds are needed to build the project. The very important, thanks to the great work by President Gee and others in this room that allowed for construction reform the very important construction management agreement with Turner that will provide for a guarantee maximum



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price, which will be the first time ever, probably that Ohio State has ever built a project that way because I do not think we ever could before, that is being signed within the next several days. It is essentially done and it is just a matter of the last "t's" and "l's" being crossed and dotted, but that is a very good thing in terms of knowing the legal structure for construction that the financial controls that protect Ohio State, and as Mr. Brass mentioned, the \$82 million contingency is essentially untouched at this point and so that authorization to release that \$294 million will also be on the consent agenda.

That concludes my report.

Mr. Wexner:

Question, comments for Bob.

Mr. Marion:

Mr. Chairman, thank you. I was thinking about the easement and its perpetuity and was just trying to think, with changes in leadership and different things, are there temporary easements available. I have been thinking a little bit about that, and it is a very important piece of property along High Street and 20 feet is still a pretty substantial amount of land, and it was something I was thinking about after the committee meeting yesterday, it is a no-brainer they are going to be providing great services to our students and our faculty and our staff, we need to be ADA compliant, but I did not know if there was such thing as a temporary easement exist or what are some possible alternative land uses in that area. It was just a thought that crossed my mind yesterday evening.

Mr. Schottenstein:

My understanding of the documents is that the temporary part is for construction, it is a permanent easement and the ramps, once in, are intended to be permanent and require, in terms of ADA.

XXXXXX from the audience

Mr. Wexner:

Thank you. Before we move to the consent agenda. What I thought I would do is see if there were any other working groups or XXX groups, or kind of committee reports that would like to say something, then we will go to the consent agenda, and then we will have a chance to go around for further comment before we adjourn the meeting.

I do not know if there are any of those general interest things that might XXXX people.

Mr. Shumate:

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Mr. Chairman, just very quickly, we did in the Trusteeship Committee authorize the formation of the Investment Advisory group, I forgot to mention that. But for informational purposes, for the Board, this group will move forward to establish itself to provide oversight and advise to the Vice President and Chief Investment Officer of the University. Also I would like to invite all of the Board members to attend a special meeting of the Trusteeship Committee where we will be discussing and analyzing the Fiscal Affairs Committee's functions to see if we should establish a Finance Committee with sub committees. It is a very important discussion, and I ask the Board Secretary to get that notice out to all of the members because we do want to move forward with updating and revitalizing our Committees. These are very important functions and we want the input of as many people as possible.

Mr. Wexner:

Any other work in process?

I thought about asking that question, I asked myself, on the Board, there are five members of the Columbus Partnership, Jeff Wadsworth, Bob Schottenstein, Gordon is, Alex is and I am, and the partnership is very supportive of Central Ohio, the state and of course the University and we had a meeting last week in Washington with the Ohio Delegation including both of our Senators and our Congressional leaders. We all take the opportunity when we are meeting with Mayors and other people in government at a state and local level to remind them about the importance and the size and influence of The Ohio State University and we say things like, do not forget we are the population center of North America, and we are a major city in and of ourselves, so when you think about political action, not only the people that live and work in this city, but in our suburbs which are the alumni and friends of the University around the state. That has particular significance when something like New Frontier is proposed, that legislation is proposed in the state and the President of the University and support of the University comes out in full force in favor of that kind of legislation, which we believe is good for the state and benefits the University. We also talked about how we believe an increasingly, new electives are beginning to say back to us, that you are the economic engine, not just the Universities are, but The Ohio State University is the economic engine and our focus on technology and research and technology and now tech-transfer innovation is kind of music to their ears because they see that obviously connected to the economic development and the love for the state. More vividly now than they did, and this has very broad reach. We talk about ourselves as a biomedical center not just the hospitals of Ohio State University, but Nationwide Children's, the other hospitals in central Ohio, the medical research that Battelle does and pretty regularly talk about the partnership with Battelle and The Ohio State University and the general area, how significant that is to economic development and attraction to new businesses and retention and growth of businesses. I am prompted to say that because it is not exactly a committee of us, but five of us who are on the Board, are members of a committee that evangelizes for us, and I think that it is important that periodically what we are saying and what we are doing maybe should be calendared

## **June 17 and 18, 2010 meeting, Board of Trustees**

because I think it is an important force for the benefit of the community, and the whole state. That is what we are doing. We can talk offline if you want to get the details of it, but we are doing better in that, in terms of evangelizing on behalf of the University and getting credit in marketing the University that should be known.

President Gee:

Thank you Mr. Chairman. Let me just add to that and say that we are very fortunate to have a very committed business community that is very much tied to this institution and vice versa. It may be worth some kind of conversation amongst all of us on the Board and with them. So we will just think about that, but I would like to follow through with that.

Today we have a total of 18 resolutions on the consent agenda. Item number 13, entitled Authorization to Buy, Sell, Sign and Transfer has been changed to the Authorization for the issuance of additional general receipt bonds and the recommendation Mr. O'Dell we are removing item number nine, the amendment to the long term investment pool policy. We are asking for a separate vote on the one Ohio State Framework Resolution, therefore, we are seeking the approval for the following:

### **CONSENT AGENDA**

#### **AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 2010-100

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* is recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on May 27, 2010:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

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#### **RATIFICATION OF APPOINTMENTS TO MEDICAL CENTER BOARDS**

Resolution No. 2010-101

Synopsis: Ratification of appointments to Medical Center boards is proposed.

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WHEREAS in June 2009, the Board of Trustees authorized the president of the University to take actions necessary and appropriate to appoint members to the Medical Center Board, the University Hospital Board, the University Hospital East Board, the OSU Harding Hospital Board, the James Cancer Hospital Board, and the Ross Heart Hospital Board; and

WHEREAS all members of these boards shall be appointed in accordance with Board of Trustees Bylaws 3335-93-01 and 3335-104-01, and in consultation with the president of the University:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby ratifies the following appointments, as designated by board and terms of appointment, made by the president pursuant to the resolution adopted by this Board in June 2009:

### Medical Center Board

Cheryl Krueger – effective July 1, 2010 through June 30, 2013

Stuart Sloan – effective July 1, 2010 through June 30, 2013

### University Hospital Board

Kevin R. Reeves – effective July 1, 2010 through June 30, 2013

Shirley Rogers-Reece – effective July 1, 2010 through June 30, 2013

### James Cancer Hospital Board

Richard Butera – effective July 1, 2010 through June 30, 2013

Sander A. Flaum – effective July 1, 2010 through June 30, 2013

R. Guy Cole, Jr. – effective July 1, 2010 through June 30, 2013

### University Hospital East Board

Anne K. "Nancy" Jeffrey – effective July 1, 2010 through June 30, 2013

Sue E. Zazon – effective July 1, 2010 through June 30, 2013

Gene T. Harris – effective July 1, 2010 through June 30, 2013

### OSU Harding Hospital Board

Eddie Harrell, Jr. – effective July 1, 2009 through June 30, 2011

Charles A. Schneider – effective July 1, 2010 through June 30, 2013

### Ross Heart Hospital Board

Yaromir Steiner – effective July 1, 2010 through June 30, 2013

Daphne Bell – effective July 1, 2010 through June 30, 2013

**REGIONAL CAMPUS BOARD  
APPOINTMENTS/REAPPOINTMENTS**

Resolution No. 2010-102

Synopsis: Approval of appointments to The Ohio State University Regional Campus Boards is proposed.

WHEREAS the Board of Trustees in 1994 approved the establishment of The Ohio State University Regional Campus Boards; and

WHEREAS it has been previously stipulated that “the board shall be composed of ten members appointed by The Ohio State University Board of Trustees in consultation with the president of the university;” nine members shall be private citizens; and one member shall be a student; and

WHEREAS the following named individuals have been nominated and selected for appointments/reappointments to the following Regional Campus Boards for the terms as specified:

Marion Regional Campus Board Appointments/Reappointments

Ronald J. Scharer, (Chair) - effective 7/1/2010, through 6/30/2011  
Stephen D. Keen (Vice Chair) - effective 7/1/2010, through 6/30/2011  
Vaughn E. Sizemore (2<sup>nd</sup> term) – effective 7/1/2010, through 6/30/2013  
Anne K. Spreng (1<sup>st</sup> term) – effective 7/1/2010, through 6/30/2013  
Craig M. Wanner (1<sup>st</sup> term) – effective 7/1/2010, through 6/30/2013

Newark Regional Campus Board Appointments/Reappointment

Michael Cantlin (1<sup>st</sup> term) – effective 7/1/2010, through 6/30/2013  
Diane S. DeLawder (1<sup>st</sup> term) – effective 7/1/2010, through 6/30/2013  
Richard L. Gummer (3<sup>rd</sup> term) – effective 7/1/2010, through 6/30/2013  
Laraine Tumblin (student) – effective 7/1/2010, through 6/30/2011

NOW THEREFORE

BE IT RESOLVED, That the foregoing nominees be approved as members of the respective Regional Campus Boards for the terms specified.

**DEGREES AND CERTIFICATES  
SUMMER QUARTER COMMENCEMENT**

Resolution No. 2010-103

Synopsis: Approval of Degrees and Certificates for summer quarter is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the degrees and certificates be conferred on August 29, 2010, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

\*\*\*

**NAMING OF A BOARD ROOM  
IN THE NATIONWIDE & OHIO FARM BUREAU 4-H CENTER**

Resolution No. 2010-104

Synopsis: The naming of the board room, room 150, in the Nationwide & Ohio Farm Bureau 4-H Center, located at 2201 Fred Taylor Drive, Columbus, OH.

WHEREAS the Nationwide & Ohio Farm Bureau 4-H Center is a facility for youth, adult volunteers, community organizations, and all other Ohio State University partners; and

WHEREAS Professor Emeritus Beatrice J. Cleveland served for 32 years as a dedicated faculty member of the Ohio State University Extension including many years in the State 4-H Office; and

WHEREAS Dr. Cleveland has been an outstanding volunteer and advocate for the 4-H program for over 65 years with tremendous accomplishments in programs, major fund-raising, and public relations; and she served 4-H at the national level by participating on the National 4-H Policy Committee, the National 4-H Foods and Nutrition Development Committee, and the National 4-H Foundation; and

WHEREAS Bea Cleveland's volunteer fundraising activities resulted in over \$1 million for the 4-H Foundation Endowment, and she has given generously to the 4-H Center and plans to make future gifts to the 4-H Center via her estate:

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NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned board room in the Nationwide & Ohio Farm Bureau 4-H Center be named the Bea Cleveland Board Room.

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**ESTABLISHMENT OF THE COLLEGE OF ARTS AND SCIENCES**

Resolution No. 2010-105

WHEREAS the Arts and Sciences are the intellectual and academic core of The Ohio State University, and of distinguished universities worldwide; and

WHEREAS the current structure of a federation of 5 colleges has not produced the results desired since its establishment in 2003; and

WHEREAS the new structure of one college with three divisions – arts and humanities; natural and mathematical sciences; and social and behavioral sciences – is expected to:

- ensure a unified, effective voice for the Arts and Sciences for stronger leadership within the University;
- strengthen academic programs, assuring and reinforcing the quality of graduate education, the undergraduate curriculum, and undergraduate advising;
- enhance interdisciplinary opportunities for faculty and students and promote collaborative relationships that strengthen both individual units and the whole;
- provide for an administrative structure that is efficient, effective, and less costly, and enable significant resources to be redirected to academic programs; and

WHEREAS in adherence to Faculty Rule 3335-3-37, the Council on Academic Affairs established an ad hoc committee to review the proposal, and that committee voted unanimously to endorse it; and

WHEREAS the proposal was approved by the Council on Academic Affairs, and the University Senate at its meeting May 27, 2010:

NOW THEREFORE

BE IT RESOLVED, That the establishment of the College of Arts and Sciences be effective immediately.

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**PERSONNEL ACTIONS**

Resolution No. 2010-106

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the May 14, 2010, meeting of the Board, including the following Appointments, Reappointments, Appointments/Reappointments of Chairpersons/Directors, Professional Improvement Leaves, Emeritus Titles and promotion, tenure and reappointments, be approved.

Appointments

Name: DAVID A. CRESSY  
Title: Professor (The King George III  
Professorship in British History)  
Department: History  
Term: October 1, 2010, through September 30,  
2015

Name: PRABIR K. DUTTA  
Title: Distinguished University Professor  
Department: Chemistry  
Effective: July 1, 2010

Name: THOMAS K. GREGOIRE  
Title: Dean  
College: Social Work  
Term: May 1, 2010, through June 30, 2015

Name: ARCHIE M. GRIFFIN  
Title: Senior Vice President for Alumni  
Relations  
Office: Alumni Association  
Term: July 1, 2010, through June 30, 2015

Name: ELLEN MOSLEY-THOMPSON  
Title: Distinguished University Professor  
Department: Geography  
Effective: July 1, 2010

Name: HOWARD H. SOKOLOV  
Title: Professor – Clinical (The George T.  
Harding III, MD, Endowed Chair in  
Psychiatry)  
College: Medicine  
Term: January 5, 2009, through December 31,  
2012

Reappointments

Name: ROBERT R. BAHNSON  
Title: Professor (The Dave Longaberger



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College:	Endowed Chair in Urology
Term:	Medicine July 1, 2010, through June 30, 2014
Name:	THOMAS M. BEST
Title:	Professor (The Warner M. and Lora Kays Pomerene Chair in Medicine)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	CLARA D. BLOOMFIELD
Title:	Professor (The William Greenville Pace III Endowed Chair in Cancer Research)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	DONNA A. CANIANO
Title:	Professor (H. William Clatworthy, Jr. Professorship in Pediatric Surgery)
College:	Medicine
Term:	July 1, 2010, through September 30, 2010
Name:	CHING-SHIH CHEN
Title:	Professor (Lucius A. Wing Chair of Cancer Research and Therapy)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	LARRY J. COPELAND
Title:	Professor (The William Greenville Pace III and Joann Norris Collins-Pace Chair for Cancer Research)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	CARLO M. CROCE
Title:	Professor (The John W. Wolfe Chair in Human Cancer Genetics)
Center/Hospital:	Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	July 1, 2010, through June 30, 2014
Name:	ALBERT DE LA CHAPELLE
Title:	Professor (The Leonard J. Immke, Jr. and Charlotte L. Immke Chair in Cancer Research)
Center/Hospital:	Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	July 1, 2010, through June 30, 2014

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Name:	E. CHRISTOPHER ELLISON
Title:	Professor (The Robert M. Zollinger Chair in Surgery)
College:	Medicine
Effective:	July 1, 2010, through June 30, 2014
Name:	WILLIAM B. FARRAR
Title:	Professor (The Arthur G. and Mildred C. James-Richard J. Solove Chair in Surgical Oncology)
Center/Hospital:	Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	July 1, 2010, through June 30, 2014
Name:	JEFFREY M. FOWLER
Title:	Professor (The John G. Boutselis, M.D. Chair in Gynecology)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	M. RONALD GLASER
Title:	Professor (The Gilbert and Kathryn Mitchell Chair)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	CHRISTOPHER C. KAEDING
Title:	Professor – Clinical (The Judson D. Wilson Professorship in Orthopedic Surgery)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	MICHAEL V. KNOPP
Title:	Professor (The Novartis Pharmaceuticals Corporation Chair for Clinical Research)
College:	Medicine
Term:	July 1, 2010, through June 30, 2014
Name:	PERIANNAN KUPPUSAMY
Title:	Professor (William D. and Jacqueline L. Wells Chair in Imaging Research)
Institute:	The Dorothy M. Davis Heart and Lung Research Institute
Term:	July 1, 2010, through June 30, 2014
Name:	HAGOP S. MEKHJIAN
Title:	Senior Associate Vice President
Office:	Health Sciences
Title:	Chief Medical Officer
Center:	OSU Medical Center
Effective:	July 2, 2010

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Name: KWAME OSEI  
Title: Professor (The Ralph W. Kurtz Chair in Hormonology)  
College: Medicine  
Term: July 1, 2010, through June 30, 2014

Name: JEFFREY D. PARVIN  
Title: Professor (The Lois Levy Professorship in Cancer)  
College: Medicine  
Term: July 1, 2010, through June 30, 2014

Name: MICHAEL K. RACKE  
Title: Professor (The Helen C. Kurtz Chair in Neurology)  
College: Medicine  
Term: July 1, 2010, through June 30, 2014

Name: WOLFGANG SADEE  
Title: Professor (The Dr. Samuel T. and Lois Felts Mercer Professorship of Medicine and Pharmacology)  
College: Medicine  
Term: July 1, 2010, through June 30, 2014

Name: HANUMANTHA R. UNNAVA  
Title: Professor (The W. Arthur Cullman Professorship in Marketing)  
College: The Max M. Fisher College of Business  
Term: October 1, 2009, through September 30, 2014

Name: PAUL A. WEBER  
Title: Professor (The Irene D. Hirsch Chair in Ophthalmology)  
College: Medicine  
Term: July 1, 2010, through June 30, 2014

### Appointments/Reappointments of Chairpersons/Directors

RICHARD L. BLATTI, Interim Director, School of Music, effective July 1, 2010, through June 30, 2011.

RUDOLPH G. BUCHHEIT\*, Chair, Department of Materials Science and Engineering, effective July 1, 2010, through August 31, 2014.

CARROLL J. GLYNN\*, Director, School of Communications, effective July 1, 2010, through June 30, 2014.

DANIEL GRAY, Acting Chair, Department of Theatre, effective July 1, 2010, through June 30, 2011.

## **June 17 and 18, 2010 meeting, Board of Trustees**

RICHARD T. HART\*, Chair, Department of Biomedical Engineering, effective July 1, 2010, through August 31, 2014.

LINDSAY R. JONES, Director, Center for the Study of Religion, effective July 1, 2010, through June 30, 2014.

LAURENCE V. MADDEN, Interim Chair, Department of Plant Pathology, effective June 1, 2010, through June 30, 2011.

LAWRENCE H. NEWCOMB\*, Interim Chair, Department of Human and Community Research Development, effective July 1, 2010, through June 30, 2011.

THOMAS E. NYGREN, Interim Chair, Department of Psychology, effective September 1, 2010, through July 31, 2011.

MARIA PALAZZI\*, Director, Advanced Computing Center for the Arts and Design, effective July 1, 2010, through June 30, 2014.

RICHARD E. PETTY\*, Chair, Department of Psychology, effective July 1, 2011, through June 30, 2015.

ZENCHAO QIAN, Chair, Department of Sociology, effective July 1, 2010, through June 30, 2014.

MICHAEL K. RACKE\*, Chair, Department of Neurology, effective July 1, 2010, through June 30, 2014.

DOUGLAS A. RUND\*, Chair, Department of Emergency Medicine, effective July 1, 2010, through June 30, 2011.

YOGESHWAR SAHAI, Acting Chair, Department of Materials Science and Engineering, effective August 16, 2010, through December 31, 2010.

SUDHIR K. SASTRY, Interim Chair, Department of Food, Agricultural and Biological Engineering, effective July 1, 2010, through June 30, 2011.

ANDREW C. SHELTON\*, Chair, Department of History of Art, effective October 1, 2010, through June 30, 2014.

REBECCA A. WANZO, Acting Chair, Department of Women's Studies, effective June 15, 2010, through September 15, 2010.

PETER T. WARD\*, Chair, Department of Management Sciences, effective July 1, 2010, through June 30, 2014.

SABRA J. WEBBER, Acting Chair, Department of Near Eastern Languages and Cultures, effective October 1, 2010, through March 31, 2011.

## **June 17 and 18, 2010 meeting, Board of Trustees**

XIAODONG ZHANG\*, Chair, Department of Computer Science and Engineering, effective July 1, 2010, through August 31, 2014.

\*reappointment

### Professional Improvement Leaves

DANIEL C.K. CHOW, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010.

SHARON L. DAVIES, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010 and Spring Semester 2011.

MICHAEL W. DAVIS, Professor, Department of Mathematics, effective Autumn Quarter 2010 and Winter Quarter 2011.

ELLEN E. DEASON, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010 and Spring Semester 2011.

LARRY T. GARVIN, Professor, The Michael E. Moritz College of Law, effective Spring Semester 2011.

JOSEPH R. HOLOMUZKI, Professor, Department of Evolution, Ecology, and Organismal Biology(Mansfield), effective Winter Quarter and Spring Quarter 2011.

JOHN N. REEVE, Professor, Department of Microbiology, effective Winter Quarter and Spring Quarter 2011.

NANCY H. ROGERS, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010.

PETER M. SHANE, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010 and Spring Semester 2011.

MARC S. SPINDELMAN, Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010.

LANE J. WALLACE, Professor, College of Pharmacy, effective Autumn Quarter 2010 and Winter Quarter 2011.

SHANTHA BALASWAMY, Associate Professor, College of Social Work, effective Autumn Quarter 2010 and Winter Quarter 2011.

MARY B. BEAZLEY, Associate Professor, The Michael E. Moritz College of Law, effective Spring Semester 2011.

CARLA M. CURTIS, Associate Professor, College of Social Work, effective Autumn Quarter 2010 and Winter Quarter 2011.

JOHN C. PERSONS, Associate Professor, Department of Finance, effective Autumn Quarter 2010, Winter Quarter, Spring Quarter and Summer Quarter 2011.

### **June 17 and 18, 2010 meeting, Board of Trustees**

MATTHEW C. ROBERTS, Associate Professor, Agricultural, Environmental, and Development Economics, effective Winter Quarter and Spring Quarter 2011.

RIC L. SIMMONS, Associate Professor, The Michael E. Moritz College of Law, effective Autumn Semester 2010.

#### Emeritus Titles

DEBORAH A. BALLAM, Department of Finance with the title Professor Emeritus, effective July 1, 2010.

GARY G. BERNTSON, Department of Psychology with the title Professor Emeritus, effective July 1, 2010.

DONALD HARRIS, School of Music with the title Professor Emeritus, effective July 1, 2010.

WILLIAM L. HAYTON, College of Pharmacy with the title Professor Emeritus, effective July 1, 2010.

LAWRENCE E. MATHES, Department of Veterinary Biosciences with the title Professor Emeritus, effective June 1, 2010.

HAGOP S. MEKHJIAN, Department of Internal Medicine with the title Professor Emeritus, effective July 1, 2010.

LARRY E. MILLER, Department of Human and Community Resource Development with the title Professor Emeritus, effective July 1, 2010.

PATRICIA B. REAGAN, Department of Economics with the title Professor Emeritus, effective July 1, 2010.

PAUL G. ROBINSON, School of Music with the title Professor Emeritus, effective July 1, 2010.

SALLY V. RUDMANN, School of Allied Medical Professions with the title Professor Emeritus, effective August 1, 2010.

DIMITRIOS G. SPIGOS, Department of Radiology with the title Professor Emeritus, effective July 1, 2010.

PETER N. WEBB, School of Earth Sciences with the title Professor Emeritus, effective July 1, 2010.

JAMES C. WILLIAMS, Department of Materials Science and Engineering with the title Professor Emeritus, effective October 1, 2010.

JEANNE A. CLEMENT, College of Nursing with the title Associate Professor Emeritus, effective July 1, 2010.

## **June 17 and 18, 2010 meeting, Board of Trustees**

JOSEPH A. GLIEM, Department of Human and Community Resource Development with the title Associate Professor Emeritus, effective July 1, 2010.

JOHN D. HARDER, Department of Evolution, Ecology, and Organismal Biology with the title Associate Professor Emeritus, effective July 1, 2010.

GARRY D. MCKENZIE, School of Earth Sciences with the title Associate Professor Emeritus, effective July 1, 2010.

SHIRLEY E. BADGER, Agricultural Technical Institute with the title Assistant Professor Emeritus, effective June 1, 2010.

EMIL E. MILLER, Agricultural Technical Institute with the title Assistant Professor Emeritus, effective July 1, 2010.

### Promotions, Tenure, and Reappointments

#### COLLEGE OF THE ARTS

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Derr, Robert, Art, effective October 1, 2010  
Eisenhauer, Jennifer, Art Education, effective October 1, 2010  
Wallace, Shawn, School of Music, effective October 1, 2010  
Zuniga-Shaw, Norah, Dance, effective October 1, 2010

#### COLLEGE OF BIOLOGICAL SCIENCES

##### PROMOTION TO PROFESSOR

Gopalan, Venkat, Biochemistry, effective October 1, 2010  
Herman, Paul, Molecular Genetics Administration, effective October 1, 2010  
Ibba, Michael, Microbiology, effective October 1, 2010

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Cole, Susan, Molecular Genetics Administration, effective October 1, 2010  
Daly, Marymegan, Evolution, Ecology and Organismal Biology, effective October 1, 2010  
Goodell, Karen, Evolution, Ecology and Organismal Biology, Newark, effective October 1, 2010  
Roberts, Jefferson, Evolution, Ecology and Organismal Biology, Newark, effective October 1, 2010

#### COLLEGE OF HUMANITIES

##### PROMOTION TO PROFESSOR

Brown, Philip, History, effective October 1, 2010  
Meier, Samuel, Near Eastern Languages and Cultures, effective October 1, 2010  
Morgan, Terrell, Spanish & Portuguese, effective October 1, 2010

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### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Burgoyne, Jonathan, Spanish & Portuguese, effective October 1, 2010  
Burry, Alexander, Slavic & East European Languages & Literature, effective October 1, 2010  
Duenas, Alcira, History, Newark, effective October 1, 2010  
Galvan, Jill, English, effective October 1, 2010  
Goh, Meow-Hui, East Asian Languages & Literature, effective October 1, 2010  
Gordon, Richard, Spanish & Portuguese, effective October 1, 2010  
Grinstead, John, Spanish & Portuguese, effective October 1, 2010  
Hobbins, Daniel, History, effective October 1, 2010  
Jones, Norman, English, Mansfield, effective October 1, 2010  
Levi, Scott, History, effective October 1, 2010  
Lopez-Ruiz, Carolina, Greek and Latin, effective October 1, 2010  
Otter, Christopher, History, effective October 1, 2010  
Scharp, Kevin, Philosophy, effective October 1, 2010  
Sreenivas, Mytheli, History, effective October 1, 2010  
Webb, Heather, French & Italian, effective October 1, 2010  
Zevallos-Aguilar, Ulises, Spanish & Portuguese, effective October 1, 2010

## **COLLEGE OF MATHEMATICAL & PHYSICAL SCIENCES**

### **PROMOTION TO PROFESSOR**

Beacom, John, Physics, effective October 1, 2010  
Bundschuh, Ralf, Physics, effective October 1, 2010  
Carey, Anne, School of Earth Sciences, effective October 1, 2010  
Miller, Christopher, Mathematics, effective October 1, 2010  
Ryden, Barbara, Astronomy, effective October 1, 2010  
Van Woerkom, Linn, Physics, effective October 1, 2010  
Zhong, Dongping, Physics, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Badjic, Jovica, Chemistry, effective October 1, 2010  
Gaudi, B. Scott, Astronomy, effective October 1, 2010  
Kao, Chiu-Yen, Mathematics, effective October 1, 2010  
Koenig, Kenneth, Mathematics, effective October 1, 2010  
Meyer, Julia, Physics, effective October 1, 2010  
Stan, Aurel, Mathematics, effective October 1, 2010  
Yang, Fengyuan, Physics, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE**

Chatterji, Indira, Mathematics, effective October 1, 2010

## **COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES**

### **PROMOTION TO PROFESSOR**

Browning, Christopher, Sociology, effective October 1, 2010  
Buchmann, Claudia, Sociology, effective October 1, 2010  
Fisher, Terri, Psychology, Mansfield, effective October 1, 2010  
McGraw, William, Anthropology, effective October 1, 2010  
Sun, Yongmin, Sociology, Mansfield, effective October 1, 2010  
Weinberg, Bruce, Economics, effective October 1, 2010



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**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Cunningham, William, Psychology, effective October 1, 2010  
Frank, Reanne, Sociology, effective October 1, 2010  
Jungers, Melissa, Psychology, Newark, effective October 1, 2010  
Kaboski, Joseph, Economics, effective October 1, 2010  
Keele, Luke, Political Science, effective October 1, 2010  
Kitchen, Dawn, Anthropology, Mansfield, effective October 1, 2010  
Lin, Jialin, Geography, effective October 1, 2010  
Logan, Trevon, Economics, effective October 1, 2010  
Mark, Bryan, Geography, effective October 1, 2010  
Martin, Andrew, Sociology, effective October 1, 2010  
Porinchu, David, Geography, effective October 1, 2010  
Yang, Huanxing, Economics, effective October 1, 2010

**MAX FISHER COLLEGE OF BUSINESS**

**PROMOTION TO PROFESSOR**

Ford, Jeffery, Management & Human Resources, effective October 1, 2010

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Hill Jr., James, Management Sciences, effective October 1, 2010

**COLLEGE OF FOOD, AGRICULTURAL & ENVIRONMENTAL SCIENCES**

**PROMOTION TO PROFESSOR**

Bonello, Pierluigi, Plant Pathology, effective October 1, 2010  
Irwin, Elena, Agricultural, Environmental and Development Economics, effective October 1, 2010  
Rodewald, Amanda, School of Environment and Natural Resources, effective October 1, 2010

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Kuber, Paul, Animal Sciences, effective October 1, 2010  
Lee, Kichoon, Animal Sciences, effective October 1, 2010  
Mullen, Robert, School of Environment and Natural Resources, effective October 1, 2010  
Powell, Debra, ATI- Administrative Support, effective October 1, 2010  
Rodewald, Paul, School of Environment and Natural Resources, effective October 1, 2010

**PROMOTION TO ASSOCIATE PROFESSOR HAS TENURE**

McNeely, Nicolette, OSUE County Operations, effective October 1, 2010  
Moss, Myra, OSUE County Operations, effective October 1, 2010

**COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

**PROMOTION TO PROFESSOR**

Danforth, Scot, School of Teaching & Learning, effective October 1, 2010  
Granello, Darcy, School of Physical Activity & Educational Services, effective October 1, 2010

## **June 17 and 18, 2010 meeting, Board of Trustees**

Moore, James, School of Physical Activity & Educational Services, effective October 1, 2010  
Tyson, Cynthia, School of Teaching & Learning, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Gimbert, Belinda, School of Educational Policy & Leadership, effective October 1, 2010  
Melgar Quinonez, Hugo, Human Nutrition, effective October 1, 2010  
Rodgers, Adrian, School of Teaching & Learning, Newark, effective October 1, 2010  
Subedi, Binaya, School of Teaching & Learning, Newark, effective October 1, 2010  
Warnick, Bryan, School of Educational Policy & Leadership, effective October 1, 2010

## **COLLEGE OF ENGINEERING**

### **PROMOTION TO PROFESSOR**

Parthasarathy, Srinivasan, Computer Science & Engineering, effective October 1, 2010  
Windl, Wolfgang, Materials Science & Engineering, effective October 1, 2010  
Zhao, Ji-Cheng, Materials Science & Engineering, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Dupaix, Rebecca, Mechanical Engineering, effective October 1, 2010  
Fosler-Lussier, John Eric, Computer Science & Engineering, effective October 1, 2010  
Mazumder, Sandip, Mechanical Engineering, effective October 1, 2010

## **COLLEGE OF ENGINEERING REGULAR CLINICAL**

### **PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL**

Ramnath, Rajiv, Computer Science & Engineering, effective October 1, 2010

## **COLLEGE OF SOCIAL WORK**

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Saltzburg, Susan, effective October 1, 2010

## **COLLEGE OF NURSING REGULAR CLINICAL**

### **REAPPOINTMENT**

Bowman-Burpee, Susan, effective October 1, 2011

## **COLLEGE OF PHARMACY**

### **PROMOTION TO PROFESSOR**

Carnes, Cynthia, effective October 1, 2010

**June 17 and 18, 2010 meeting, Board of Trustees**

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Hu, Keli, effective October 1, 2010

**COLLEGE OF PHARMACY  
REGULAR CLINICAL**

**PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND  
REAPPOINTMENT**

Pruchnicki, Maria, effective October 1, 2010, and October 1, 2011

**REAPPOINTMENT**

Beatty, Stuart, effective October 1, 2011

Pai, Vinita, effective October 1, 2011

**COLLEGE OF DENTISTRY**

**PROMOTION TO PROFESSOR**

Kerby, Ronald, effective October 1, 2010

McGlumphy, Edwin, effective October 1, 2010

**COLLEGE OF DENTISTRY  
REGULAR CLINICAL**

**REAPPOINTMENT**

Bolina, Janet, effective October 1, 2011

Heshmati, Reza, effective October 1, 2011

Kanner, Dale, effective October 1, 2011

**COLLEGE OF LAW**

**PROMOTION TO PROFESSOR**

Simmons, Ric, effective October 1, 2010

Tokaji, Daniel, effective October 1, 2010

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Cohen, Amy, effective October 1, 2010

Wiersema, Annecoos, effective October 1, 2010

**COLLEGE OF MEDICINE**

**PROMOTION TO PROFESSOR**

Brown, Anthony, Neuroscience, effective October 1, 2010

Cohn, David, Obstetrics & Gynecology, effective October 1, 2010

Devine, Steven, Internal Medicine, effective October 1, 2010

Gould, Douglas, Biomedical Informatics, effective October 1, 2010

Gross, Thomas, Pediatrics, effective October 1, 2010

Hoffman, Robert, Pediatrics, effective October 1, 2010

Jadcherla, Sudarshan, Pediatrics, effective October 1, 2010

Kirschner, Lawrence, Internal Medicine, effective October 1, 2010

Liu, Yusen, Pediatrics, effective October 1, 2010

Martin, Paul, Pediatrics, effective October 1, 2010

McCoy, Karen, Pediatrics, effective October 1, 2010

Nelin, Leif, Pediatrics, effective October 1, 2010

## **June 17 and 18, 2010 meeting, Board of Trustees**

Obrietan, Karl, Neuroscience, effective October 1, 2010  
Slivka, Andrew, Neurology, effective October 1, 2010  
Xia, Yong, Internal Medicine, effective October 1, 2010  
Zhu, Michael, Neuroscience, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Bloomston, Paul, Surgery, effective October 1, 2010  
Blum, Kristie, Internal Medicine, effective October 1, 2010  
Blum, William, Internal Medicine, effective October 1, 2010  
Bolte IV, John, Biomedical Informatics, effective October 1, 2010  
Borstad, John, School of Allied Medical Professions, effective October 1, 2010  
Edwards, Jennifer, Pediatrics, effective October 1, 2010  
Flano, Emilio, Pediatrics, effective October 1, 2010  
Gurcan, Metin, Biomedical Informatics, effective October 1, 2010  
Huang, Kun, Biomedical Informatics, effective October 1, 2010  
Kaspar, Brian, Pediatrics, effective October 1, 2010  
Lin, Huey-Jen, School of Allied Med Professions, effective October 1, 2010  
Lovett-Racke, Amy, Molecular Virology, Immunology and Medical Genetics, effective October 1, 2010  
McCarty, Douglas, Pediatrics, effective October 1, 2010  
Payne, Philip, Biomedical Informatics, effective October 1, 2010  
Stevens, John, Pediatrics, effective October 1, 2010  
Taylor, Christopher, School of Allied Medical Professions, effective October 1, 2010  
Ziolo, Mark, Physiology & Cell Biology, effective October 1, 2010

### **PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE**

Liu, Zhenguo, Internal Medicine, effective October 1, 2010  
Shneker, Bassel, Neurology, effective October 1, 2010

## **COLLEGE OF MEDICINE REGULAR CLINICAL**

### **PROMOTION TO PROFESSOR-CLINICAL**

Lemanek, Kathleen, Pediatrics, effective October 1, 2010

### **PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT**

Kalbfleisch, Steven, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Magalang, Ulysses, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Mangino, Julie, Internal Medicine, effective October 1, 2010, and October 1, 2011

### **REAPPOINTMENT**

Augustini, Ralph, Internal Medicine, effective October 1, 2011  
Auseon, Alex, Internal Medicine, effective October 1, 2011  
Bahner, David, Emergency Medicine, effective October 1, 2011  
Benson Jr., Don, Internal Medicine, effective October 1, 2011  
Bhatt, Udayan, Internal Medicine, effective October 1, 2011  
Boue, Daniel, Pathology, effective October 1, 2011  
Bowman, Mary Jo, Pediatrics, effective October 1, 2011

## **June 17 and 18, 2010 meeting, Board of Trustees**

Brown, Rachel, Pediatrics, effective October 1, 2011  
Butter, Eric, Pediatrics, effective October 1, 2011  
Campo, John, Psychiatry, effective October 1, 2011  
Capers IV, Quinn, Internal Medicine, effective October 1, 2011  
Colombo, David, Obstetrics & Gynecology, effective October 1, 2011  
Cook, Stephen, Pediatrics, effective October 1, 2011  
Coury, Daniel, Pediatrics, effective October 1, 2011  
Daniels, Curt, Internal Medicine, effective October 1, 2011  
Dean, Steven, Internal Medicine, effective October 1, 2011  
Denham, Jolanda, Pediatrics, effective October 1, 2011  
Elmaraghy, Charles, Otolaryngology, effective October 1, 2011  
Eneli, Ihuoma, Pediatrics, effective October 1, 2011  
Essig II, Leroy, Internal Medicine, effective October 1, 2011  
Exline, Matthew, Internal Medicine, effective October 1, 2011  
Feldes, Timothy, Pediatrics, effective October 1, 2011  
Gewirtz, Amy, Pathology, effective October 1, 2011  
Giannone, Peter, Pediatrics, effective October 1, 2011  
Gilchrist, Richard, Psychiatry, effective October 1, 2011  
Gorgas, Diane, Emergency Medicine, effective October 1, 2011  
Grever, Gail, Internal Medicine, effective October 1, 2011  
Guirgis, Hossam, Psychiatry, effective October 1, 2011  
Hasan, Ayesha, Internal Medicine, effective October 1, 2011  
Hauswirth, David, Internal Medicine, effective October 1, 2011  
Hoisington-Stabile, Amy, Psychiatry, effective October 1, 2011  
Holtzlander, Melissa, Pediatrics, effective October 1, 2011  
Houmsse, Mahmoud, Internal Medicine, effective October 1, 2011  
Jaggi, Preeti, Pediatrics, effective October 1, 2011  
Kahwash, Samir, Pathology, effective October 1, 2011  
Kalbfleisch, Steven, Internal Medicine, effective October 1, 2011  
Kalyanam, Ram, Psychiatry, effective October 1, 2011  
Kennedy, Melanie, Pathology, effective October 1, 2011  
Klamar, Karl, Physical Medicine & Rehabilitation, effective October 1, 2011  
Klatt, Maryanna, School of Allied Medical Professions, effective October 1, 2011  
Klinefelter, Ryan, Orthopaedics, effective October 1, 2011  
Kosuri, Kavitha, Internal Medicine, effective October 1, 2011  
Langan, Michael, Internal Medicine, effective October 1, 2011  
Letson, Alan, Ophthalmology, effective October 1, 2011  
Lipari, Adele, Radiology, effective October 1, 2011  
Lo, Simon, Radiation Medicine, effective October 1, 2011  
Mandy, George, Pediatrics, effective October 1, 2011  
Marsh Jr., William, Pathology, effective October 1, 2011  
Martin, Douglas, Radiation Medicine, effective October 1, 2011  
Martin, Stanley, Internal Medicine, effective October 1, 2011  
Mazzaferri Jr., Ernest, Internal Medicine, effective October 1, 2011  
McGregor, John, Neurological Surgery, effective October 1, 2011  
Miller, Hans, Anesthesiology, effective October 1, 2011  
Moise, Alicia, Pediatrics, effective October 1, 2011  
Mousa, Hayat, Pediatrics, effective October 1, 2011  
Murray, Robert, Pediatrics, effective October 1, 2011  
Needleman, Lawrence, Psychiatry, effective October 1, 2011  
Neki, Anterpreet, Internal Medicine, effective October 1, 2011  
Nori, Uday, Internal Medicine, effective October 1, 2011

## **June 17 and 18, 2010 meeting, Board of Trustees**

Pesavento, Todd, Internal Medicine, effective October 1, 2011  
Peters, Sara, Pathology, effective October 1, 2011  
Pickstone, Stephen, Psychiatry, effective October 1, 2011  
Potter, Carol, Pediatrics, effective October 1, 2011  
Ramirez, Nilsa, Pathology, effective October 1, 2011  
Ranalli, Mark, Pediatrics, effective October 1, 2011  
Ray Chaudhury, Abhik, Pathology, effective October 1, 2011  
Ro, Pamela, Pediatrics, effective October 1, 2011  
Schwartz, Randall, Pediatrics, effective October 1, 2011  
Shim, Rosemarie, Internal Medicine, effective October 1, 2011  
Sikic-Klisovic, Eleonora, Psychiatry, effective October 1, 2011  
Small, Robert, Anesthesiology, effective October 1, 2011  
Sood, Namita, Internal Medicine, effective October 1, 2011  
Stasek Jr., Jerome, Internal Medicine, effective October 1, 2011  
Stoner, Michael, Pediatrics, effective October 1, 2011  
Strafford, Katherine, Obstetrics & Gynecology, effective October 1, 2011  
Strange, Brandon, Psychiatry, effective October 1, 2011  
Thompson, Rohan, Pediatrics, effective October 1, 2011  
Van Gorp, Corne, Orthopaedics, effective October 1, 2011  
Varekojis, Sarah, School of Allied Medical Professions, effective October 1, 2011  
Welker, Maryjo, Family Medicine, effective October 1, 2011  
Windler, Henry, Radiology, effective October 1, 2011  
Witman, Patricia, Pediatrics, effective October 1, 2011  
Yeager, Nicholas, Pediatrics, effective October 1, 2011  
Yearsley, Martha, Pathology, effective October 1, 2011  
Zamel, Khaled, Pediatrics, effective October 1, 2011

### **PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT**

Auseon, Alex, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Flynn, Joseph, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Islam, Shaheen, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Kendra, Kari, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Khayat, Rami, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Niedermier, Julie, Psychiatry, effective October 1, 2010, and October 1, 2011  
Ozer, Enver, Otolaryngology, effective October 1, 2010, and October 1, 2011  
Phieffer, Laura, Orthopaedics, effective October 1, 2010, and October 1, 2011  
Rea, Gary, Neurological Surgery, effective October 1, 2010, and October 1, 2011  
Shidham, Ganesh, Internal Medicine, effective October 1, 2010, and October 1, 2011  
Soni, Sandeep, Pediatrics, effective October 1, 2010, and October 1, 2011

**June 17 and 18, 2010 meeting, Board of Trustees**

Spetie, Dan, Internal Medicine, effective October 1, 2010, and October 1, 2011

**PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL**

Astor, Todd, Pediatrics, effective October 1, 2010  
Bergese, Sergio, Anesthesiology, effective October 1, 2010  
Bowden, Sasigarn, Pediatrics, effective October 1, 2010  
Kerlin, Bryce, Pediatrics, effective October 1, 2010  
Ro, Pamela, Pediatrics, effective October 1, 2010  
Schlanger, Richard, Surgery, effective October 1, 2010  
Starr, Jean, Surgery, effective October 1, 2010

**COLLEGE OF MEDICINE  
REGULAR RESEARCH TRACK**

**REAPPOINTMENT**

Apseloff, Glen, Pharmacology, effective October 1, 2011  
Bokhari, Shahid, Biomedical Informatics, effective October 1, 2011  
Freitas, Michael, Molecular Virology, Immunology and Medical Genetics, effective October 1, 2011  
Ghoshal, Kalpana, Molecular and Cellular Biochemistry, effective October 1  
Liu, Xiaoping, Internal Medicine, effective October 1, 2011  
Majumder, Sarmila, Molecular and Cellular Biochemistry, effective October 1  
Samouilov, Alexandre, Internal Medicine, effective October 1, 2011

**COLLEGE OF PUBLIC HEALTH**

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Sun, Qinghua, effective October 1, 2010

**COLLEGE OF PUBLIC HEALTH  
REGULAR RESEARCH TRACK**

**PROMOTION TO RESEARCH ASSOCIATE PROFESSOR AND  
REAPPOINTMENT**

Fernandez, Soledad, effective October 1, 2010

**REAPPOINTMENT**

Jarjoura, David, effective October 1, 2010  
Li, Junan, effective October 1, 2010

**COLLEGE OF OPTOMETRY**

**PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Nichols, Jason, effective October 1, 2010

**COLLEGE OF OPTOMETRY  
REGULAR CLINICAL**

**REAPPOINTMENT**

Earley, Michael, effective October 1, 2011  
Pierce, Gilbert, effective October 1, 2011

**June 17 and 18, 2010 meeting, Board of Trustees**

UNIVERSITY LIBRARIES

PROMOTION TO PROFESSOR

Hamilton, Marsha, effective October 1, 2010

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Chen, Xiangdong, effective October 1, 2010

Dotson, Daniel, effective October 1, 2010

COLLEGE OF VETERINARY MEDICINE

PROMOTION TO PROFESSOR

Birchard, Stephen, Veterinary Clinical Sciences, effective October 1, 2010

Boyaka, Prosper, Veterinary Biosciences, effective October 1, 2010

LeJeune, Jeff, Veterinary Preventive Medicine, effective October 1, 2010

Wellman, Maxey, Veterinary Biosciences, effective October 1, 2010

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Adin, Christopher, Veterinary Clinical Sciences, effective October 1, 2010

Toribio, Ramiro, Veterinary Clinical Sciences, effective October 1, 2010

COLLEGE OF VETERINARY MEDICINE

REGULAR CLINICAL

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Hickman-Davis, Judy, Veterinary Preventive Medicine, effective October 1, 2010, and October 1, 2011

Hill, Lawrence, Veterinary Clinical Sciences, effective October 1, 2010, and October 1, 2011,

Mudge, Margaret, Veterinary Clinical Sciences, effective October 1, 2010, and October 1, 2011

Zekas, Lisa, Veterinary Clinical Sciences, effective October 1, 2010, and October 1, 2011

REAPPOINTMENT

Davis, Ian, Veterinary Biosciences, effective October 1, 2011

Gordon, Eric, Veterinary Preventive Medicine, effective October 1, 2011

Metzler, Anne, Veterinary Clinical Sciences, effective October 1, 2011

Midla, Lowell, Veterinary Preventive Medicine, effective October 1, 2011

Sanders, Donald, Veterinary Preventive Medicine, effective October 1, 2011

Santschi, Elizabeth, Veterinary Clinical Sciences, effective October 1, 2011

Silveira, Fernando, Veterinary Preventive Medicine, effective October 1, 2011

Welker, Frank, Veterinary Preventive Medicine, effective October 1, 2011



**RESOLUTIONS IN MEMORIAM**

Resolution No. 2010-107

Alfred C. Clarke

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 27, 2010, of Alfred C. Clarke, Professor Emeritus in the Department of Sociology.

Born in Milford, Connecticut, Alfred Clarke obtained his M.A. and Ph.D. degrees from The Ohio State University. He served in the 759<sup>th</sup> Artillery, European Theater of Operations, U.S. Army, in World War II. He joined the Department of Sociology and Anthropology in 1951 and advanced through the ranks to full professor, retiring after 36 years at the University.

Professor Clarke was a fellow of the American Sociological Association, president of the Ohio Council on Family Relations, and president of the American Association of University Professors – Ohio State University Chapter. As a pioneering figure in the field of visual sociology, he wrote the first and leading textbook in the field (*Introducing Visual Sociology*). He co-directed the Visual Research Laboratory at Ohio State and produced the multi-media presentation *Portrait of an American Town*. He was also a charter member of the Leica Historical Society of America and a graduate of the Clarence H. White School of Photography, New York, New York. His textbooks on *Deviance* (Oxford University Press 1975) and *Social Problems* (Oxford University Press 1964) were classics. He was editor of the Appleton-Century-Crofts and Harper's sociology textbook series.

During his many years of service to the University, Professor Clarke could be counted on to provide assistance to undergraduate and graduate students, administrators, colleagues, and other members of the University community. He was known as someone who was willing – often on short notice – to serve on M.A. and Ph.D. committees. He was critical to building and maintaining a strong community within the Department of Sociology and the broader University.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Alfred C. Clarke its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

John L. Crites

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 9, 2010, of John L. Crites, Chairperson and Professor Emeritus in the Department of Zoology (now known as the Department of Evolution, Ecology, and Organismal Biology).

## **June 17 and 18, 2010 meeting, Board of Trustees**

John Crites was a World War II veteran who served valiantly in the South Pacific as a noncommissioned officer with General MacArthur in New Guinea and the Philippines. He used the GI Bill to obtain his education including a Ph.D. degree at Ohio State where he studied many of the parasites and diseases he had contracted and worked with during and immediately after the war. He then served his entire career in the Department of Zoology, obtaining the rank of professor and serving many years as the Department chairperson.

Professor Crites taught both invertebrate zoology and parasitology on the main campus and every summer at Stone Laboratory for over 30 years. At Stone Laboratory on Gibraltar Island, he had a very active research program studying the bird and fish parasites of Lake Erie. He also served as the associate director for research at the Laboratory during the 1970s. His laboratory at Stone Lab was one of the most active ever on Lake Erie, producing numerous graduate students who have gone on to successful and influential careers. He was also a prolific author and continued to be published in the top journals in his field during his emeritus years long after retirement.

Professor Crites had a profound effect on the students in his courses as well as his graduate students. His natural curiosity was contagious and his influence on Stone Laboratory and Ohio State University's current Lake Erie research is still very evident. Current leaders in the Great Lakes scientific community refer to courses taken from Professor Crites as both the best and most difficult courses they have ever taken. They refer to Professor Crites as a "model scientist" and credit him for promoting their curiosity and their work ethic.

To create more opportunities for students of the future, Professor Crites and his wife, Phyllis, were instrumental in the formation of the Friends of Stone Laboratory in 1981 and served on the Friends' Board of Directors for many years. Professor Crites was also a talented artist in both pen and ink and watercolor. His former students created the John L. Crites Research Fellowship at Stone Laboratory Fund in 2002 through donations and the sale of his numbered prints of Stone Laboratory buildings. This endowment has supported many scientists and students working at the Laboratory, including over 60 students who have participated in the Laboratory's Research Experience for Undergraduates since 2005. This endowment continues to grow and is part of Professor Crites' lasting legacy and his impact on students, research, and The Ohio State University's influence on Lake Erie science and management.

On behalf of the University community, the Board of Trustees expresses to the family of Chairperson and Professor Emeritus John L. Crites its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

## June 17 and 18, 2010 meeting, Board of Trustees

Nathan Keyfitz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 6, 2010, of Nathan Keyfitz, Professor Emeritus in the Department of Sociology.

Born in Montreal, Professor Keyfitz had an illustrious career beginning first as a statistician in the Canadian civil service. He then went on to have a distinguished academic career at the Universities of Toronto, Montreal, Chicago, Berkeley, Harvard, and The Ohio State University, where he was the Robert Lazarus Professor in Population Studies. He held a B.S. degree in mathematics from McGill University in Montreal and a Ph.D. degree in sociology from the University of Chicago.

His pioneering work developed the field of mathematical demography and addressed a wide range of topics including population theory, historical demography, mortality, urbanization, forecasting, social security and retirement, poverty, and the interaction of populations and their environment. His text, *Introduction to the Mathematics of Population* became a standard classic statement of the application of mathematics to the study of demography. He authored and coauthored several other widely-used books in the field as well, including *The Mathematics of Population* (with David Smith) and *Applied Mathematical Demography* (with Hal Casswell). His numerous articles appeared in the core journals in demography.

He was the recipient of many honorary awards and was a member of the National Academy of Sciences, the Royal Statistical Society, the American Statistical Association, and the American Academy of Arts and Sciences.

As a colleague Nathan was always willing to share his time in discussing issues, research problems, and analytical strategies with his associates. He was an excellent companion both professionally and socially. He was a genial host and excellent guest. He could stimulate intense heated discussions that engaged all parties in genuine dialogue. Nathan was also one of the first scholars to understand the connection between lifestyles and environmental problems. In doing what he felt was his part, he rode his bicycle between his home and campus office. That trip took nerves of steel and a lot of good luck to successfully cover those two miles which at that time traversed the highest accident area of the city.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Nathan Keyfitz its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

## **June 17 and 18, 2010 meeting, Board of Trustees**

Anita R. McCormick

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 8, 2010, of Anita R. McCormick, Professor Emeritus in the Ohio State University Extension.

Professor McCormick was born in 1921 in Otsego, Ohio. She earned both her Bachelor of Science in Home Economics degree in 1947 and her Master of Science degree in agricultural business in 1956 from The Ohio State University. In 1969, she received her Ed.D. degree in adult education from North Carolina State University at Raleigh.

Anita began her Extension career in Ohio in 1951 as the home demonstration agent in Lake County. Six years later, she became the food marketing specialist on the OSU main campus, and in 1960 was named an extension supervisor for Home Economics. A stint as a district program leader – Home Economics followed. She retired in 1981 after spending 15 years in the position of an assistant state leader – Home Economics.

Dr. McCormick's work with the Expanded Food and Nutrition Educational Program demonstrated that she was a truly dedicated teacher for Extension clientele throughout the entire state. She wrote numerous guides and reports on food marketing informational needs and how to purchase and use fruits, vegetables, poultry, and beef. She was a member of and served on many committees of several professional organizations including the Ohio Home Economics Association, the American Home Economics Association, the American Farm Economics Association, and the Ohio Extension Professors Association.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Anita R. McCormick its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

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### **UNIVERSITY DEVELOPMENT REPORT**

Resolution No. 2010-108

Synopsis: The University Development Report as of April 30, 2010, is presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

**June 17 and 18, 2010 meeting, Board of Trustees**

WHEREAS this report includes the establishment of the John A. Russell Chair for Communication Excellence, the establishment of ten (10) new named endowed funds, and the revision of two (2) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation as of April 30, 2010, be approved.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY DEVELOPMENT FUND**

Total  
Gifts

Establishment of Named Endowed Fund

Bil-Jac Veterinary Nutrition Scholarship Fund                      \$17,500.00  
(Established with gifts from Bil-Jac Foods Incorporated; used to provide scholarships for students pursuing a D.V.M. degree in the College of Veterinary Medicine) (grandfathered)

Change in Description of Named Endowed Funds

The Wayne and Jane Dalton Scholarship Fund

The Herman and Pearl Dolinsky Gross Scholarship Fund

**THE OHIO STATE UNIVERSITY FOUNDATION**

Establishment of Named Endowed Chair

John A. Russell Chair for Communication Excellence      \$1,843,410.49  
(Established with an estate gift from John A. Russell; used to support a chair position in the Fisher College of Business) (grandfathered)

Establishment of Named Endowed Funds

The Ethel Louise Armstrong Foundation Endowment Fund \$500,000.00  
(Established with gifts from the Ethel Louise Armstrong Foundation; used to support and expand the Multiple Perspectives on Access, Inclusion, and Disability Annual Conference hosted by the University)

The Harry T. Mangurian, Jr. Foundation Professorship      \$250,000.00  
Fund in Business  
(Established with gifts from The Harry T. Mangurian, Jr. Foundation, Inc.; used to provide salary and research support for a professorship in business)

The Samuel L. and Nancy L. Faulkner Ponn Land Grant      \$66,249.25  
Opportunity Scholarship Fund

## June 17 and 18, 2010 meeting, Board of Trustees

(Established with gifts from Samuel and Nancy Ponn; used to provide land grant opportunity scholarships)

The Laurel K. Leffler Scholarship Fund \$52,276.86  
(Established with an estate gift from Laurel K. Leffler and gifts from other donors; used to provide scholarship support for students attending the OSU Marion campus)

The Dr. Paul E. Panek Memorial Scholarship Fund \$50,000.00  
(Established with gifts from Christine Franklin Panek in memory of her late husband Dr. Paul E. Panek; used to provide undergraduate scholarships to psychology students at the Newark campus who have completed psychological research resulting in publication or a poster presentation)

John A. Russell MBA Scholarship Fund \$50,000.00  
(Established with estate gifts from John A. Russell; used to provide scholarship support for students enrolled in the Fisher College of Business)

The Thomas Family Basketball Fund \$50,000.00  
(Established with gifts from Dr. Donald W. Thomas; used to supplement the coach's discretionary budget of the men's varsity basketball team in the Department of Athletics)

The Stone Laboratory Tuition Reduction Fund \$28,664.81  
(Established with gifts from the Friends of Stone Laboratory and private donors; used to reduce the per credit hour cost of tuition for all students attending Stone Laboratory) (grandfathered)

The Leesa Hall and Donald M. Kurdziel Family Fund \$25,325.00  
(Established with gifts from Donald M. Kurdziel and Leesa Hall Kurdziel; used to provide undergraduate scholarships to full-time students at the Columbus campus) (grandfathered)

Total \$2,933,426.41

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)**

Establishment of Named Endowed Fund

**Bil-Jac Veterinary Nutrition Scholarship Fund**

It is proposed that the Bil-Jac Veterinary Nutrition Scholarship Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University with gifts from Bil-Jac Foods Incorporated, Medina, Ohio.

The annual distribution of this fund shall provide a scholarship for one (1) student enrolled in the College of Veterinary Medicine pursuing a D.V.M. degree with preference given to a first- or second-year student demonstrating professional excellence in veterinary nutrition. The recipient shall be selected by the dean of the College in consultation with the associate dean of Student Affairs and the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the donor, should one be available, and from the dean of the College of Veterinary Medicine.

Amount Establishing Endowment: \$17,500.00 (grandfathered)

Change in Description of Named Endowed Funds

**The Wayne and Jane Dalton Scholarship Fund**

## **June 17 and 18, 2010 meeting, Board of Trustees**

The Wayne and Jane Dalton Scholarship Fund was established November 30, 1979, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Mr. and Mrs. Wayne Dalton of Wakeman, Ohio. The description is being revised June 18, 2010.

The annual distribution from this endowed fund shall be used to support one or more scholarships to be awarded annually to undergraduate students majoring in dairy science in the College of Food, Agricultural, and Environmental Sciences. Preference shall be given to students with stated intentions to pursue farm-related careers. Scholarship recipients shall be selected by the Department of Animal Sciences scholarship selection committee under guidelines approved by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences and in consultation with the Office of Student Financial Aid.

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)**

##### Change in Description of Named Endowed Funds (contd)

###### **The Wayne and Jane Dalton Scholarship Fund (contd)**

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion shall be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or it may be reinvested in the endowment principal at the discretion of the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the total University endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, should they be alive, and from vice president for Agricultural



## **June 17 and 18, 2010 meeting, Board of Trustees**

Administration and executive dean for Food, Agricultural, and Environmental Sciences.

### **The Herman and Pearl Dolinsky Gross Scholarship Fund**

The Herman and Pearl Dolinsky Gross Scholarship Fund was established December 6, 1991, by the Board of Trustees of The Ohio State University with a gift from Ronald M. Gross (B.A. 1955) in honor of his parents. The description was revised March 5, 2004, and is being revised again June 18, 2010.

This scholarship seeks to assist students who have demonstrated integrity, strength of character, financial need, a good academic record, a commitment to pursue a college education, and a desire to contribute to society.

The annual distribution from this fund shall be used to provide undergraduate scholarships to students who are pursuing degrees from the Colleges of the Arts and Sciences. Each scholarship shall be, at a minimum, equal to one-quarter of the in-state tuition. Applicants should be entering freshmen at the Columbus campus. It is the donor's preference that applicants have a Scholastic Aptitude Test (S.A.T.) score between 1110 and 1220 or an American College Testing (A.C.T.) composite score between 24 and 27.

Recipients will be selected by the Office of Student Financial Aid in consultation with the executive dean of the Arts and Sciences and vice provost. The scholarships shall be based on financial need and shall be renewable based on satisfactory performance. Recipients (1) shall not qualify for merit-based aid, but still exhibit potential for success; and (2) shall not qualify for Pell Grants, but still have difficulty in meeting expenses to attend The Ohio State University. A preference should be given to Ohio residents. Each year the donor or his heirs will be sent a report of the scholarship recipients.

## **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

### **THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)**

#### **Change in Description of Named Endowed Funds (contd)**

##### **The Herman and Pearl Dolinsky Gross Scholarship Fund (contd)**

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and

## **June 17 and 18, 2010 meeting, Board of Trustees**

procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor or his heirs, and from the vice provost for Undergraduate Studies and dean for Undergraduate Education, with preference for scholarship in order to carry out the desire of the donor.

### **THE OHIO STATE UNIVERSITY FOUNDATION**

#### **Establishment of Named Endowed Chair**

##### **John A. Russell Chair for Communication Excellence**

It is proposed that the John A. Russell Chair for Communication Excellence be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from John A. Russell (B.S.Bus.Adm. 1966, M.B.A. 1971).

The annual distribution from this fund shall be used to support a chair position focused on communication excellence in The Max M. Fisher College of Business. Appointment of the candidate will be recommended by the dean of the Fisher College of Business to the executive vice president and provost and approved by the Board of Trustees.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

Establishment of Named Endowed Chair (contd)

**John A. Russell Chair for Communication Excellence (contd)**

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Fisher College of Business.

Amount Establishing Endowment: \$1,843,410.49 (grandfathered)

Establishment of Named Endowed Funds

**The Ethel Louise Armstrong Foundation Endowment Fund**

It is proposed that The Ethel Louise Armstrong Foundation Endowment Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the Ethel Louise Armstrong Foundation, Inc. of Santa Barbara, California.

The annual distribution from this fund shall be used to support and expand the Multiple Perspectives on Access, Inclusion, and Disability Annual Conference hosted by the University.

A portion of the annual distribution, not to exceed 20%, shall create the Ethel Louise Armstrong Student Poster Competition, which will take place at the annual Multiple Perspectives conference. Funds will be used to provide for space costs, undergraduate and graduate prizes, the waiver of registration fees for student participants, and honoraria for judges selected from conference presenters.

A portion of the annual distribution, not to exceed 40%, shall create the Ethel Louise Armstrong Memorial Lecture. This plenary session will be free and open to the public, complementing the current Ken Campbell Memorial Lecture on Disability Policy by focusing on innovation and change in disability culture, climate or philosophy. Preference will be given to women with disabilities when selecting a speaker. The selection committee will consist of the faculty coordinator of the University's Disability Studies Program, the chairperson of the Department of Women's Studies, and the University ADA coordinator, or their designees, and a student with a disability selected by the director of the University's Office for Disability Services.

## **June 17 and 18, 2010 meeting, Board of Trustees**

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

A minimum of 40% of the annual distribution will be used to support the Conference and its expansion to a second simultaneous location annually by utilizing web-based technologies to share selected presentations and creating a web-based archive of presentations.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

##### **Establishment of Named Endowed Funds (contd)**

###### **The Ethel Louise Armstrong Foundation Endowment Fund (contd)**

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the University's Office for Disability Services.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as closely aligned with the original intent of the donor as possible and, as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternative designation, the Boards shall seek advice from the donor (if feasible) and from the ADA Coordinator's Office.

Amount Establishing Endowment: \$500,000.00

###### **The Harry T. Mangurian, Jr. Foundation Professorship Fund in Business**

It is proposed that The Harry T. Mangurian, Jr. Foundation Professorship Fund in Business be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Harry T. Mangurian, Jr. Foundation, Inc.

## **June 17 and 18, 2010 meeting, Board of Trustees**

Until the principal balance reaches \$1,000,000, the annual distribution from this fund shall be reinvested in the endowment principal. After the principal balance reaches \$1,000,000, the annual distribution from this fund shall be used to provide salary and research support for a professorship in business at The Max M. Fisher College of Business. The Harry T. Mangurian, Jr. Foundation Professor will demonstrate achievement in the area of teaching excellence as well as across multiple dimensions in at least one of the following areas: high quality scholarly research, synthesization of the theoretical work of others, application of research to executive education, and interaction with the corporate community. The dean of the Fisher College of Business may use the position to recruit a new faculty member or to reward an outstanding faculty member in the academic department of the dean's choice. Appointment to the Harry T. Mangurian, Jr. Foundation Professorship in Business shall be recommended by the College's dean to the executive vice president and provost and approved by the University's Board of Trustees.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

Establishment of Named Endowed Funds (contd)

**The Harry T. Mangurian, Jr. Foundation Professorship Fund in  
Business (contd)**

Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, should one be available, and from the dean of the Fisher College of Business.

Amount Establishing Endowment: \$250,000.00

Total Commitment: \$1,000,000.00

**The Samuel L. and Nancy L. Faulkner Ponn Land Grant Opportunity  
Scholarship Fund**

It is proposed that The Samuel L. and Nancy L. Faulkner Ponn Land Grant Opportunity Scholarship Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Samuel and Nancy Ponn of Palm Springs, California.

This fund shall be used to support educational diversity at the University, consistent with the University's mission and admissions policy.

The annual distribution from this endowed fund shall be equally divided to support two land grant opportunity scholarships. For one scholarship, preference shall be given to candidates who are residents of Ashtabula County, Ohio. For the second scholarship, preference shall be given to candidates in the following order: residents of Murray City, Ohio; the Buchtel School District; or the Rocky River (Ohio) School District.

The scholarship may be used towards the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses for three quarters/two semesters in the given academic year. Scholarships may be renewed for up to 12 quarters/eight semesters or until completion of a bachelor's degree, provided the recipient maintains a 2.8 or higher grade point average. The Office of Student Financial Aid will administer this scholarship fund.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

## **June 17 and 18, 2010 meeting, Board of Trustees**

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the director of the Office of Student Financial Aid.

Amount Establishing Endowment: \$66,249.25

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

##### Establishment of Named Endowed Funds (contd)

###### **The Laurel K. Leffler Scholarship Fund**

It is proposed that The Laurel K. Leffler Scholarship Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Laurel K. Leffler and gifts from other donors.

Laurel K. Hanley was born on July 27, 1912, in Kent, Ohio. Upon her graduation from Kent State University, she began her teaching career at Central Junior High School in Marion in 1935. In 1942, she met and married Richard Leffler. He preceded her in death in 1944. In 1946, Mrs. Leffler moved to the Cleveland area to become the librarian for Shaker Heights Elementary School. She served that district for 31 years.

The intent of this fund is to support educational diversity at the University, consistent with the University's mission and admissions policy.

The annual distribution from this fund shall provide scholarship support for students attending the Marion campus of The Ohio State University with particular attention to, but not limited to, underrepresented groups who have been accepted for admissions at the University. Scholarship recipients shall be selected by the dean and director of

## **June 17 and 18, 2010 meeting, Board of Trustees**

The Ohio State University Marion in consultation with the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean and director of The Ohio State University Marion.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean and director of The Ohio State University Marion.

Amount Establishing Endowment: \$52,276.86

### **The Dr. Paul E. Panek Memorial Scholarship Fund**

It is proposed that The Dr. Paul E. Panek Memorial Scholarship Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Christine Franklin Panek in memory of her late husband, Dr. Paul E. Panek, former associate dean, academic dean, and professor of psychology at The Ohio State University Newark.

## **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

#### **Establishment of Named Endowed Funds (contd)**

##### **The Dr. Paul E. Panek Memorial Scholarship Fund (contd)**

The annual distribution from this fund shall provide a scholarship(s) that will be awarded to an undergraduate student(s) ranked as a junior or senior who is majoring in psychology at the OSU Newark campus



## **June 17 and 18, 2010 meeting, Board of Trustees**

and has completed psychological research resulting in publication or a poster presentation. Scholarship recipients shall be selected by the Newark campus director of Financial Aid in consultation with the University's Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should she be alive, and from the dean and director of The Ohio State University at Newark.

Amount Establishing Endowment: \$50,000.00

### **John A. Russell MBA Scholarship Fund**

It is proposed that the John A. Russell MBA Scholarship Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from John A. Russell (B.S.Bus.Adm. 1966, M.B.A. 1971).

The annual distribution from this fund shall be used to provide scholarship(s) for a student(s) enrolled in the MBA program at The Max M. Fisher College of Business. Scholarship recipients shall be selected by the College's dean in consultation with the Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

## **June 17 and 18, 2010 meeting, Board of Trustees**

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

##### Establishment of Named Endowed Funds (contd)

###### **John A. Russell MBA Scholarship Fund (contd)**

contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Fisher College of Business.

Amount Establishing Endowment: \$50,000.00

###### **The Thomas Family Basketball Fund**

It is proposed that The Thomas Family Basketball Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Donald W. Thomas (B.S.Agr. 1960, M.S. 1961), of Galena, Ohio.

The annual distribution from this fund shall be used to supplement the coach's discretionary budget of the men's varsity basketball team in the Department of Athletics at The Ohio State University.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's cost of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and from the director of Athletics.

## **June 17 and 18, 2010 meeting, Board of Trustees**

Amount Establishing Endowment: \$50,000.00

### **The Stone Laboratory Tuition Reduction Fund**

It is proposed that The Stone Laboratory Tuition Reduction Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Friends of Stone Laboratory and private donors.

Stone Laboratory offers a program of summer courses every year. Taking courses at Stone Laboratory provides students with a unique experience not available at the University's main campus. Students retain the information longer because of the island location on Lake Erie and the combination of lecture, laboratory, and field experience used in every course. However, summer is also the time that most college students are trying to work and save money for college. This makes taking courses at the Laboratory difficult.

The annual distribution from this fund shall be used to reduce the per credit hour cost of tuition for all students attending Stone Laboratory and thereby ease the financial strain for all students. All

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

##### Establishment of Named Endowed Funds (contd)

#### **The Stone Laboratory Tuition Reduction Fund (contd)**

expenditures must be approved by the director of the Ohio Sea Grant College Program and Stone Laboratory in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the University's Board of Trustees and the Foundation's Board of Directors as recommended by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the director of the Ohio Sea Grant College Program and Stone Laboratory. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

## **June 17 and 18, 2010 meeting, Board of Trustees**

Amount Establishing Endowment: \$28,664.81 (grandfathered)

### **The Leesa Hall and Donald M. Kurdziel Family Fund**

It is proposed that The Leesa Hall and Donald M. Kurdziel Family Fund be established June 18, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Donald M. Kurdziel (B.S.Bus.Adm. 1976, M.B.A. 1977) and Leesa Hall Kurdziel (B.S.Soc.Wel. 1978) of Hudson, Ohio.

The annual distribution from this fund shall provide an undergraduate scholarship to a full time student at the University's Columbus campus. The scholarship is renewable for 12 quarters/eight semesters, or until completion of a bachelor's degree provided the recipient maintains a 2.8 or higher grade point average. This fund shall be used to support educational diversity at the University, consistent with the University's mission and admissions policy. It is the donors' desire that a scholarship be awarded alternating between male and female students who have been accepted for admissions at the University. The Office of Student Financial Aid will administer this scholarship fund.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this

### **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

#### **THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

##### **Establishment of Named Endowed Funds (contd)**

#### **The Leesa Hall and Donald M. Kurdziel Family Fund (contd)**

endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate

**June 17 and 18, 2010 meeting, Board of Trustees**

designation, the Boards shall seek advice from the donors, should they be alive, and from the director of the Office of Student Financial Aid.

Amount Establishing Endowment: \$25,325.00 (grandfathered)

**June 17 and 18, 2010 meeting, Board of Trustees**

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**FY 2011 USER FEES AND CHARGES**

Resolution No. 109

Synopsis: Tuition recommendations were approved at the May 2010 Board of Trustees meeting. FY 2011 user fees and charges at Ohio State Campuses for Fiscal Year 2011 are proposed effective Autumn Quarter 2010.

WHEREAS the Board of Trustees of The Ohio State University supports the University's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS consultations have taken place within the University to determine the appropriate instructional and general fee increases for Ohio State graduate and professional programs, Ohio State room and board charges, Recreation and Physical Activity Center fees, and other user charges for self supporting units as described in the accompanying text and tables have been reviewed and recommended:

**NOW THEREFORE**

BE IT RESOLVED, That the Room and Board fees increase approximately 5.5% and existing undergraduate program fees will be increased and new fees implemented as outlined in the attached as presented to the Fiscal Affairs Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That the University Health System charges increase approximately 3.3%; and

BE IT FURTHER RESOLVED, That all of these increases described in the attached text and tables shall be effective Autumn Quarter 2010, except where otherwise indicated and charges for the Health System shall be effective July 1, 2010.

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**INTERIM BUDGET FOR FISCAL YEAR 2011**

Resolution No. 2010-110

Synopsis: Approval of Interim Budget for Fiscal Year 2011.

WHEREAS the Current Funds Budget includes the General Fund, Earnings Operations and Restricted Funds budgets for all campuses; and

WHEREAS the Current Funds Budget for FY 2011 continues to be developed; and

WHEREAS it is necessary to continue University operations prior to the time the Current Funds Budget for FY 2011 is finalized and adopted:

NOW THEREFORE

BE IT RESOLVED, That the University be authorized to make expenditures consistent with the level of resources approved for Fiscal Year 2010, until such time the Board of Trustees adopts the Current Funds Budget for FY 2011, no later than the September meeting of the Board.

**AUTHORIZATION FOR THE ISSUANCE OF ADDITIONAL GENERAL  
RECEIPTS BONDS AND COMMERCIAL PAPER NOTES**

Resolution No. 2010-111

Synopsis: Authorization for the issuance and sale of general receipts bonds and notes in an aggregate principal amount not to exceed \$ 1,600,000,000, for the purposes of financing, on an interim and/or permanent basis, the costs of certain University capital improvement projects, refunding the outstanding principal amount of current obligations of the University, and paying costs and expenses associated with the issuance such debt, and authorization for amendments to the existing trust indenture and other documents as required is proposed.

WHEREAS pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code (the "Act"), as enacted under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, The Ohio State University (the "University"), a state university of the State of Ohio (the "State"), created and existing under Chapter 3335 of the Ohio Revised Code, is authorized and empowered, among other things, (a) to issue its obligations to pay the costs of certain "facilities," as defined in the Act, and to refund, fund or retire bonds and other obligations previously issued for such purpose; (b) to pledge to the payment of its obligations all or a specified part of its "available receipts," as defined in the Act (the "General Receipts") in priority to all other expenses, claims or payments; (c) to covenant that the University will make, fix, adjust and collect the fees, rates, rentals, charges and other items comprising General Receipts to produce General Receipts sufficient at all times to meet Debt Service Charges (as defined in the Restated Trust Indenture described below) on the Obligations, to establish and to maintain the required reserves and meet other requirements herein provided; and (d) to provide for a trust indenture and make further provisions for securing the payment of the Debt Service Charges; and

WHEREAS the University, by resolution adopted by its Board of Trustees (the "Board") on November 1, 1985, by resolution adopted by the Board on December 5, 1997, and by a Trust Indenture dated as of November 15, 1985 (the "Original Indenture") as amended by the Seventh Supplement to Trust Indenture, dated as of December 1, 1997 (the "Seventh Supplement"), each between the University and The Huntington National Bank, as Trustee (the "Trustee"), authorized the issuance of its \$79,540,000 The Ohio State University Variable Rate Demand General Receipts Bonds, Series 1997 (the "Series 1997 Bonds"); and

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WHEREAS the University, pursuant to the terms of a resolution adopted by the Board on October 1, 1999 (the "General Bond Resolution"), amended and restated the Original Indenture, as supplemented, in accordance with the terms thereof, by entering into the Amended and Restated Trust Indenture dated as of December 1, 1999 (the "Restated Trust Indenture") with the Trustee; and

WHEREAS the Restated Trust Indenture provides that Obligations, as defined therein, may be issued pursuant to the terms thereof, with each such issue to be authorized by a Series Resolution, as defined therein, adopted by the Board and secured pursuant to the terms of a Supplemental Indenture, as defined in the Restated Trust Indenture with respect to such issue (the Restated Trust Indenture and all Supplemental Indentures thereto being collectively referred to herein as the "Indenture"); and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the resolution adopted by the Board on November 5, 1999, the Restated Trust Indenture and the First Supplement to Amended and Restated Trust Indenture, dated as of December 1, 1999 between the University and the Trustee, of its \$83,585,000 The Ohio State University General Receipts Bonds, Series 1999 A; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the resolution adopted by the Board on November 5, 1999 (the "Series 1999 B General Receipts Bond Resolution"), the Indenture and the Second Supplement to Amended and Restated Trust Indenture, dated as of December 1, 1999 between the University and the Trustee, of its \$108,000,000 The Ohio State University Variable Rate Demand General Receipts Bonds, Series 1999 B; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on November 2, 2001, the Indenture and the Series 2001 Supplement to Amended and Restated Trust Indenture, dated as of November 1, 2001 between the University and the Trustee, of its \$76,950,000 The Ohio State University Variable Rate Demand General Receipts Bonds, Series 2001; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on November 2, 2001, the Indenture and the Series 2002 A Supplement to Amended and Restated Trust Indenture, dated as of January 1, 2002 between the University and the Trustee, of its \$150,515,000 The Ohio State University General Receipts Bonds, Series 2002 A; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 11, 2003, the Indenture and the Series 2003 B Supplement to Amended and Restated Trust Indenture dated as of September 1, 2003, between the University and the Trustee, of its \$233,780,000 The Ohio State University General Receipts Bonds, Series 2003 B; and

WHEREAS the University has authorized the issuance pursuant to the



## **June 17 and 18, 2010 meeting, Board of Trustees**

General Bond Resolution, the Resolution adopted by the Board on July 11, 2003, the Indenture and the Series 2003 C Supplement to Amended and Restated Trust Indenture dated as of September 1, 2003 between the University and the Trustee, of its \$121,295,000 The Ohio State University Variable Rate General Receipts Bonds, Series 2003 C; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 8, 2005, the Indenture and the Series 2005 A Supplement to Amended and Restated Trust Indenture dated as of August 1, 2005 between the University and the Trustee, of its \$279,050,000 The Ohio State University General Receipts Bonds, Series 2005 A; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 8, 2005, the Indenture and the Series 2005 B Supplement to Amended and Restated Trust Indenture dated as of August 1, 2005 between the University and the Trustee, of its \$129,990,000 The Ohio State University Variable Rate General Receipts Bonds, Series 2005 B; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 11, 2008, the Indenture and the Series 2008 A Supplement to Amended and Restated Trust Indenture dated as of January 1, 2009 between the University and the Trustee, of its \$217,595,000 The Ohio State University General Receipts Bonds, Series 2008 A (the "Series 2008 A Bonds"); and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 11, 2008 (the, the Indenture and the Series 2008 B Supplement to Amended and Restated Trust Indenture dated as of September 1, 2008 between the University and the Trustee, of its \$127,770,000 The Ohio State University Variable Rate General Receipts Bonds, Series 2008 B; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on July 11, 2008, the Indenture and the Series I Supplement to Amended and Restated Trust Indenture, dated as of December 1, 2008 between the University and the Trustee, of up to \$227,000,000 in principal amount of The Ohio State University General Receipts Commercial Paper Notes, Series I; and

WHEREAS the University has authorized the issuance pursuant to the General Bond Resolution, the Resolution adopted by the Board on October 29, 2009, the Indenture and the Series 2010A Supplement to Amended and Restated Trust Indenture, dated as of January 1, 2010 between the University and the Trustee, of its \$241,170,000 in principal amount of The Ohio State University General Receipts Commercial Bonds, Series 2010A; and

WHEREAS the Board has determined that it is in the best interests of the University to authorize the issuance of The Ohio State University General Receipts Bonds and Commercial Paper Notes (collectively the "2010 Obligations"), in one or more series, for the purposes of financing, on an interim and/or permanent basis, the costs of University Facilities, refunding,

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on a current or advance refunding basis, Outstanding Obligations of the University as determined herein; and paying costs and expenses associated with the issuance the 2010 Obligations, and desires to make provisions for the issuance of the 2010 Obligations and the payment of Debt Service Charges thereon and the securing thereof by this resolution and the supplement to the Restated Trust Indenture as provided by this Resolution:

### **NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees of The Ohio State University hereby authorize the issuance the 2010 Obligations in an aggregate amount not to exceed \$ \$1,600,000,000 for the purposes as set forth in the recitals to this resolution; and

BE IT FURTHER RESOLVED, That any debt authorized by this resolution shall not be issued after June 30, 2012; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes the President and/or Senior Vice President for Business and Finance, or either of them, upon consultation with the Chair of the Fiscal Affairs Committee of this Board and upon consultation with the Senior Vice President for Legal Affairs and General Counsel and any outside counsel retained for this purpose, to determine (a) the time or times that any of the 2010 Obligations shall be issued as provided in this resolution, (b) the principal amount, subject to the limitations prescribed herein, and type of debt to be issued from time to time, (c) the rate or rates of interest to be borne by such 2010 Obligations, whether fixed or variable; provided, however, that in no event shall the interest rate on any series of 2010 Obligations exceed eight percent (8.00%) per annum, (d) whether any interest rates shall be fixed or variable, (e) whether any of the 2010 Obligations are to be issued as Build America Bonds under Section 54AA of the Internal Revenue Code of 1986, as amended (the "Code") and (f) the maturity or maturities of any of the 2010 Obligations; provided, however, the maximum maturity of any 2010 Obligations shall not exceed 35 years or such lesser term as may be required by law, any or all of which terms may be set forth in one or more Certificates of Award executed and delivered by the President and Senior Vice President for Business, or either of them, in connection with the issuance and sale of the 2010 Obligations; and

BE IT FURTHER RESOLVED, That the President or Senior Vice President for Business and Finance, or either of them, is hereby authorized and directed (a) to make or effect any election, selection, designation, choice, consent, approval or waiver on behalf of the University with respect to the 2010 Obligations as permitted or required to be made or given under the federal income tax laws, for the purpose of assuring, enhancing or protecting favorable tax treatment or the status of the 2010 Obligations or interest thereon or assisting compliance with requirements for that purpose, reducing the burden or expense of such compliance, reducing any rebate amount or any payment of penalties, or making any payments of special amounts in lieu of making computations to determine, or paying, any excess earnings as rebate, or obviating those amounts or payments on behalf

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of the University, or to apply for the payment to the University of any sums in respect of any credit provided for in Section 6431 of the United States Code ("U.S.C.") to the extent such credit is available; (b) to take any and all actions, make or obtain calculations, and make or give reports, covenants and certifications of and on behalf of the University, as may be appropriate to assure the status of the 2010 Obligations as Tax Exempt Bonds or Build America Bonds, as the case may be; and (c) to give an appropriate certificate on behalf of the University for inclusion in the transcript of proceedings setting forth the facts, estimates and circumstances, and reasonable expectations of the University pertaining to Section 148 and the Regulations, and the representations, warranties and covenants of the University regarding compliance by the University with Section 54AA Section 54F or Sections 141 through 150 of the Code and the Regulations, as applicable; and

BE IT FURTHER RESOLVED, That and the President and Senior Vice President for Business and Finance, or either of them, is authorized to negotiate and execute, on behalf of the University and this Board, such supplement or supplements to the Restated Trust Indenture, any bond purchase contract, any interest rate management or hedging contract, credit support or enhancement contract and any other agreement, receipt, certificate or document (collectively the "Transaction Documents") as the President or Senior Vice President for Business and Finance or either of them shall deem necessary or appropriate to carry out this resolution and to provide for the most beneficial commercial terms reasonably available to the University in substantially the form of similar agreements Transaction Documents previously executed by the University in connection with the issuance of other Obligations of the University and not materially adverse to the University, with the execution by the President or Senior Vice President for Business and Finance of any such Transaction Documents constituting the conclusive determination of such officer that the terms of such Transaction Document are not materially adverse to the University; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance shall report to the Board's Fiscal Affairs Committee on a regular basis the all actions taken in pursuant to this resolution; and

BE IT FURTHER RESOLVED, That it is found and determined that all formal actions of this Board concerning and relating to the adoption of this resolution were adopted in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements including Section 121.22 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED, That this resolution shall take effect and be in force immediately upon its adoption.

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**AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES  
CONTRACTS AND CONSTRUCTION CONTRACTS**

Resolution No. 2010-112

**APPROVAL TO ENTER INTO PROFESSIONAL SERVICE  
CONTRACTS**

UNIVERSITY HOSPITALS EAST – AMBULATORY CARE CENTER

**APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS**

17<sup>TH</sup> AVENUE REBUILD

UNIVERSITY HOSPITALS EAST – AMBULATORY CARE CENTER

Synopsis: Authorization to enter into professional services contracts and enter into construction contracts, as detailed in the attached materials, is requested.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into/increase professional services contracts for the following projects:

	Prof Svc Amount	Total Project	
University Hospitals East – Ambulatory Care Center	\$0.6M	4.5M	Auxiliary funds

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into construction contracts for the following projects:

	Constr Amount	Total Project	
17 <sup>th</sup> Avenue Rebuild	\$9.7M	\$11.5M	University bond proceeds
University Hospitals East – Ambulatory Care Center	\$3.9M	\$4.5M	Auxiliary funds

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning and Special Assistant to the President be authorized to enter into construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

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**EASEMENT**

Resolution No. 2010-113

**THE CITY OF COLUMBUS, OHIO  
ALONG NORTH HIGH STREET FROM 12<sup>TH</sup> AVENUE TO  
WOODRUFF AVENUE**

Synopsis: Authorization is requested to grant the city of Columbus, Ohio an easement for a right of way pursuant to Ohio Revised Code (ORC) Section 3345.18 to extend the existing right of way along North High Street between 12<sup>th</sup> Avenue and Woodruff Avenue, inclusive.

WHEREAS the city of Columbus has requested the grant of an extension of the existing right of way along North High Street from 12th Avenue on the south to Woodruff Avenue on the north. The extended right of way will be 20 feet beyond, or west of, the existing right of way. The easement will be granted under the statutory authority of the University pursuant to ORC Section 3345.18. The grant shall be in perpetuity consistent with the existing right of way along North High Street. The consideration for the easement will be for the nominal amount of \$1.00, as the project is in the best interest of the University for its students, faculty, staff and visitors; and

WHEREAS the specific purpose of the increased right of way is to provide the city with the necessary space to locate handicap access ramps at each of the intersections listed. The access ramps will vary from intersection to intersection as depicted in the accompanying drawing, but all will be within the extended right of way. The appropriate University offices have determined that the grant of this right of way is in the best interest of the University:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to take any action required to affect the grant of an extended right of way along North High Street from 12<sup>th</sup> Avenue to Woodruff Avenue, Columbus, Ohio, upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the University.

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**PURCHASE OF REAL PROPERTY**

Resolution No. 2010-114

**543 TAYLOR AVENUE  
(FORMER CHALMERS P. WYLIE VA CLINIC)  
COLUMBUS, OHIO 43203**

Synopsis: Authorization to purchase the property located at 543 Taylor Avenue, Columbus, Ohio is requested. The property consists of approximately 4.981 acres improved with a three-story medical clinic

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office building that contains approximately 136,000 gross square feet. This property is located less than one mile north of University Hospital East on the southwest corner of Taylor and Leonard Avenues and its acquisition is consistent with the Medical Center's strategic plans for providing convenient and accessible medical services.

WHEREAS the property is expected to appraise at a value between \$11M and \$12M; and

WHEREAS the University will purchase the property for \$11.5M from iStar and simultaneously receive \$2.8M from the VA to terminate their lease for a net purchase price of \$8.7M; and

WHEREAS acquisition of this property will support the strategic plans of the Medical Center to enhance its ambulatory care capabilities and to serve the area around University Hospital East and its community, and

WHEREAS acquisition of this property has been recommended by the Medical Center Board and the Medical Affairs Committee and would be in the best interest of the University and the Medical Center's patients; and

WHEREAS the acquisition, use, and any improvements to the property will be funded through a University line of credit with principal and interest to be paid by Medical Center funds; and

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Administration and Planning be authorized to take any action required to affect the purchase of the improved real property located at 543 Taylor Avenue from iStar HQ 1, L.P., and to acquire title to this property in the name of the State of Ohio for the use and benefit of The Ohio State University for \$11.5M plus fees and closing costs, upon such terms and conditions as are deemed to be in the best interest of the University; and

BE IT FURTHER RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to approve an internal loan for an amount up to \$13.9M for a term of 10 years for the acquisition, use, and any improvements needed to the property with principal and interest to be paid by the Medical Center.

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**APPROVAL OF FISCAL YEAR 2011 OSU HEALTH SYSTEM  
BUDGET**

Resolution No. 2010-115

## **June 17 and 18, 2010 meeting, Board of Trustees**

Synopsis: Recommendation by the Fiscal Affairs Committee of the adoption of the proposed OSU Health System's Budget for FY 2011 is requested.

WHEREAS the Board of Trustees of The Ohio State University supports the University's continued implementation of the Academic Plan and President Gee's six strategic objectives to meet the needs of Ohio State; and

WHEREAS the continued success of the Ohio State University Medical Center plays a critical role in supporting these goals; and

WHEREAS the FY 2011 Health System's preliminary budget was set as part of their long range financial planning process and these levels have been determined to still be appropriate; and

WHEREAS all five Hospital Boards have approved their individual budgets; and

WHEREAS the proposed budget has been reviewed and approved by the Medical Center Board and the Medical Center Affairs Committee:

NOW THEREFORE

BE IT RESOLVED, Adoption of the Health System FY 2011 Budget as described in the accompanying text and tables is approved.

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## **AUTHORIZATION FOR RELEASE OF PROJECTONE FUNDS**

Resolution No. 2010-116

Synopsis: Release of funds for ProjectONE is requested.

WHEREAS in September 2009 the Board of Trustees authorized ProjectONE at a cost not to exceed \$1 billion and authorized the President and/or Senior Vice President for Administration and Planning and Special Assistant to the President, in consultation with the Senior Vice President for Health Sciences, to enter into design, construction, construction management, and other contracts as necessary for the project in accordance with the established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time; and

WHEREAS ProjectONE is expected to be funded by \$925 million from University bond proceeds and \$75 million from development funds for a total authorized project amount not to exceed \$1 billion; and

WHEREAS the President and /or Senior Vice President for Administration and Planning and Special Assistant to the President in consultation with the Senior Vice President for Health Sciences shall only spend such funds as are released by the Board; and

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WHEREAS the President and/or Senior Vice President for Administration and Planning and Special Assistant to the President, in consultation with the Senior Vice President for Health Sciences, shall report to the Board on the progress of ProjectONE every six months, or more frequently as appropriate, or as requested by the Board and, as a part of such reports, shall request release of such funds as needed; and

WHEREAS the following funds for construction commitments are requested for release:

- Construction contracts for major building systems, curtain wall, etc. \$168.64M  
and infrastructure enablers
- Early purchase major building equip \$49.77M  
Deep foundation and enablers
- Foundation and Cores \$18.03M
- Structural steel and frame \$57.72M

NOW THEREFORE

BE IT RESOLVED, That the total amount of \$294.16 million is hereby approved for release for construction and related services as requested.

Upon motion of Mr. Shumate, seconded by Mr. O'Dell, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Wexner, Borror, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Kass, Jurgensen, Reid, and Wadsworth.

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### ADOPTION OF THE ONE OHIO STATE FRAMEWORK

Resolution No. 2010-117

Synopsis: Adoption of the One Ohio State Framework (the Framework) including physical planning principles and a long-term vision for the Columbus campus is proposed.

WHEREAS the university has adopted a model of integrated planning whereby strategic academic planning is supported by financial and physical planning, all aligned to meet strategic goals; and

WHEREAS the university recognizes the physical environment is a valuable resource for accomplishing the university's goals and enhancing the quality of life for students, faculty, staff, and visitors; and

WHEREAS the university completed a comprehensive, integrated planning process to develop a vision for the physical campus and engaged stakeholders representing academics and research, the arts, athletics and recreation, health sciences, residential life, the Olentangy River, transportation and parking, sustainability, energy and infrastructure, and university area neighborhoods; and



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WHEREAS the Framework includes an integrated long-term vision for the Columbus campus, physical planning principles, and tools to help guide future investment in the physical environment, and the tools enable data-informed analysis and flexibility to revise or develop new physical scenarios as strategic academic priorities change over time; and

WHEREAS the Framework will replace the previous Columbus Campus Master Plan that the Board of Trustees adopted in 1995; and

WHEREAS the strategic academic plans and the Framework will serve as context for future capital planning and regular capital recommendations and updates will be presented to the Board in this context; and

WHEREAS the Framework planning process included stakeholders and university leaders who have reviewed and support the proposed Framework:

### **NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees hereby adopts the One Ohio State Framework as the foundation and a framework for decision-making about the physical environment and directs the appropriate university offices to proceed with planning consistent with the Framework principles and long-term vision.

Upon motion of Mr. Schottenstein, seconded by Mr. Jurgensen, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Wexner, Borror, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Kass, Jurgensen, Reid, and Wadsworth.

Mr. Wexner:

David do you want to give us the agenda of activities this afternoon?

Dr. Frantz:

Lunch is being served up where it was yesterday, so those who are staying for lunch can go up there. We have a bus leaving here at 2:15 pm from the southeast, down at the first floor, those who are taking the bus over. The southeast entrance. Those who are driving themselves, I guess I would say you want to leave plenty of time to get there. Parking will be extremely difficult. Steve, they are starting the program itself actually starts.

Dr. Gabbe:

There will be events at 2:00 pm, there is also valet parking that will be available for you.

Mr. Wexner:

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Thank you. Let's go around the room, and let's start at your end Alex. We will give Jeff a chance to listen.

Ms. Swain:

It has been a great few days from diversity and inclusion to the framework. So many exciting topics, and I thank Jeff Kaplan, and I also want to welcome Jeff Chatas, and I am excited to work with you and thank him for being supportive and involving students. Especially more heavily in the future in these tuition and fees questions we have, so welcome and I am excited to work with you.

Dr. Cloyd:

I won't even try to capture it, I will just say the vision, we just have so many opportunities, it is just very very exciting and I think the ship is heading in the right direction.

Mr. Jurgensen:

Nothing new really, just very encouraging.

Dr. Reid:

Great days as well, especially looking at the trends which we did with regard to strategic planning. Also, Judge Marbley is not here, but the working group on diversity and inclusion has begun. It had its very first meeting, so a long way to go.

Mr. Brass:

I would just say, when it works it works, and it is working well.

Dr. Frantz:

One thing I would say, in the consent agenda, there were a lot of personnel actions, as was noted, and I know one of the things maybe that the Board takes for granted in doing that, but this was the meeting at which promotion and tenure decisions were voted on by this Board, and there is nothing more meaningful than that for the faculty of this institution, so I just wanted to note that.

Mr. Wexner:

Thank you David.

Mr. Marion:

Thank you for the opportunity. I think today's meeting demonstrated the culmination and the work of so many committees. I know you were trying to get some discussion out of us, but so much has been discussed on these issues, the diligence exercise by the Medical Affairs Committee, the Fiscal Affairs and Framework planning, and it is all coming together nicely and the University looks like it is in great

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shape. I was happy to get on the Board when I did and to leave and see this University in such great position, look after the University well, please.

Dr. Wadsworth:

First of all I would like to thank you for inviting me to join you. It is a real honor and privilege. Today's meeting demonstrated the responsibilities that come with it, because it is a great University with some great plans, and I really look forward to participating as fully as I can. I have been on the Medical Center Board with Alan as an ex officio member, so I have had a good start at understanding what is going on. Battelle has a long history with OSU, dating back to before Battelle opened its doors actually, in 1929. The recent past, with Gordon's help, we have really invigorated that and we intend to fully exercise the leverage on each other, and have good things happen. So thank you.

Ms. Kass:

Just want to add the connecting the dots in our thinking and behaving, I think is probably my best description of the last three days, but way beyond that. We are really beginning to connect them very well.

Mr. Schottenstein:

Once again, excellent meetings, Mr. Chairman, and all those who helped make them excellent. I just want to publically congratulate Jason for his honor earlier this morning, and how well spoken you were. Just very well said. And publically welcome Jeff.

Mr. Hicks:

We have a lot of Mo-Jo going on right now. Let's break some ground.

Mr. O'Dell:

I would just like to say today is a great day for The Ohio State University.

Mr. Borrer:

We have had robust, stimulating important discussions, and we are making good headway and we are doing good work.

Dr. Gee:

Mr. Chairman, you know we have three strands that we have been working on for the last two to three years: financial planning, master planning and academic strategic planning. I think what we have seen today is the culmination of those three now coming together, using Linda's words of connecting the dots. I think that is the power of what happened today, is the fact that we do not have three great projects, or two great projects, or four great project, we have them and they are

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absolutely aligned and coordinated, which is going to be the power of the institution.

Mr. Wexner:

I think we have a lot of work ahead and I know there is a lot of work that is going to be done before the meeting in September, so I feel like we are not adjourning, we are going to summer school. I know a lot of committees have some heavy lifting to do and so we are probably on the semester systems and working through the summer semester. I feel that we are getting better. I think our thinking is improving and I think that the work, and behavior and the results are coming together. This is obviously a very complex institution and complex by its size, scope and the nature of this time spans and the diversity of the institution in every possible way, so bringing it together so we are in agreement of understandings and even in agreements where we disagree, but we can come to better work product and then attempt to put things in a sequential order that hopefully make sense as it will be judged in the future. Again, I thank coach Tressel, we are getting better and we have to continue to get better and hopefully we get better through the summer, and have a little celebration this afternoon. Thank you.

We are adjourned.

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Thereupon the Board adjourned to meet Friday, September 17, 2010, at The Ohio State University, Longaberger Alumni House, Columbus, OH.

Attest:

Leslie H. Wexner  
Chairman

David O. Frantz  
Secretary

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